













Head, Clara, & Maria
February 5, 2026 - Regular Meeting of Council - 10:00 AM

- 1 Call To Order**
- 2 Traditional Land Acknowledgement**
- 3 Recital of the Municipal Mission and Vision Statements**
- 4 Approval of Agenda**
- 5 Declarations of Disqualifying Interest (Pecuniary)**
- 6 Mayor's Address**
 - 🔗 Mayor's Address February 5, 2026
- 7 Approval of the Minutes of the Most Recent Meeting(s)**
 - 🔗 Regular Meeting December 11, 2025
 - 🔗 Special Meeting December 15, 2025
- 8 Delegations/Presentations**
- 9 Council Direction From the Previous Meeting**
- 10 Committee of the Whole Working Session (To work on Policy/Plans etc.)**
 - 10.1 Open Air Burning Bylaw
 - 10.2 Strategic Direction 2026
 - 10.3 Recreation Plan/Master Plan
 - 10.4 Protection Services Levels of Service
 - 10.4.1 Bylaw Enforcement
 - 10.4.2 Emergency Management
 - 10.4.3 Building/Chief Building Official
 - 10.5 Working Group Policy Schedule 2026
- 11 Legislative Matters**
 - 11.1 Consent Agenda (includes items of correspondence not requiring administrative reports/action, committee reports not requiring any action by Council – matters that are for information purposes only).
 - 🔗 EA Modernization (MECP)
 - 🔗 Minister SOLGEN
 - 🔗 2026 OPP Annual Billing Letter
 - 🔗 OPP Letter HCM
 - 🔗 Passage of Bill 25, Emergency Management Modernization Act

-  Renfrew County 2026 Committee-Council Calendar
-  Letter from OMAFA
- 11.2 Bylaws
- 11.2.1 Interim Taxation
 -  Bylaw 2026-01
- 11.3 Public Hearings: Planning/Zoning Matters
- 11.4 Committee/Local Board Reports
 - 11.4.1 Councillor Richer Update
 - 11.4.1.1 Hall Renovation Project Update - Councillor Dowser
 -  Hall Renovation Project Update
 - 11.4.2 Library Board Update - Councillor Kelly-Chamberlain
 -  Library Board Report
- 12 Administrative Matters**
- 12.1 New Business/Reports from Officers/Employees on Various Issues (including reports from departments which require Council approval)
 - 12.1.1 Pothole Program Transfer Payment Agreement
 -  Transfer Payment Agreement
 - 12.1.2 Missing Link Snowmobile Club
 - 12.1.2.1 Correspondence Regarding Use of Hall for Event
 -  Letter from Missing Link
 - 12.1.2.2 Correspondence Regarding Entering into an MOU
 -  Letter from Missing Link
 - 12.1.3 Councillor Richer Motion for Reconsideration
 -  Motion for Reconsideration
- 12.2 Financial Update/Statement/Quarterly Variance Report
- 12.3 Update on Capital Projects
- 13 Leadership Issues**
- 13.1 Update to Strategic Plan
- 13.2 Five-Year Financial Plan (including Asset Management Plan)
- 13.3 New Policy
- 13.4 Notice of Motion
- 14 Closed Session**
- 14.1 Move Into Closed Session
- 14.2 Return to Open Session
- 15 Confirmation of Proceedings**
 -  Bylaw 2026-02
- 16 Adjournment**



CORPORATION OF THE UNITED TOWNSHIPS OF HEAD, CLARA AND MARIA

Mayor's Address – Thursday February 5, 2026

Last Thursday January 29th, the County of Renfrew Council approved the 2026 County Budget. Warden Jennifer Murphy noted, "This has been one of the most challenging budgets our County has ever faced. Balancing significant financial pressures with our responsibility to maintain the essential services our residents rely on required difficult conversations and thoughtful decision making."

For 2026, the County's levy reflects weighted assessment growth of 1.23% and a levy increase of 6.68%. This corresponds to a \$28.71 rise in residential property taxes for every \$100,000 assessed value for the County's portion.

The County's approved budget supports the delivery of major County responsibilities, including Long-Term Care, Paramedic Service, Public Works, Housing and Homeless Programs, Ontario Works and employment support, Child Care and EarlyON Programs, Planning, Economic Development, and Corporate Services that support front-line operations.

I am sure that Councillors are aware of the 1st installment of HCM property taxes have been sent. There were a few of our neighbours into the office last Friday to make payments.

How is it that we can send out a bill if we haven't passed a budget? If you are asked this question, the answer is that the first installment is always half of last year's total property tax.

A reminder that payments may also be made at any branch of ScotiaBank or the online bill payment feature with ScotiaBank. Email money transfers can also be made to:

payments@headclaramaria.ca

Last word - I would like to publicly thank Councillor Dowser for the time, effort, and work in the last number of weeks that he has spent to "oversee" the final lap of our building's renovation. We will soon be open for business (and fun)!

Thank you, Councillor!!

Mayor Debbi Grills



Head, Clara, & Maria

Meeting Minutes

Regular Meeting of Council December 11, 2025 - 10:00 AM

The following persons were present:

Mayor Debbi Grills, Councillors: Chris Dowser, Fran Kelly-Chamberlain, Karen LeClerc and Rachel Richer.

Meeting Clerk: Peggy Young-Lovelace, Deputy Clerk (E4m)

Staff/Advisors:

Wendy Cosgrove, Corporate Services Coordinator (Electronically)

Leanne Crozier, Deputy Treasurer (E4m - Electronically)

Josh Young, E4m (Electronically)

1 Call To Order

Mayor Grills called the meeting to order at 10:09A.M.

Let us take a moment of silent reflection to contemplate in our own way the responsibility we have to collectively use our skills and experience to ensure the mutual long-term benefit of our Municipality and those we represent.

2 Traditional Land Acknowledgement

As we gather this morning (afternoon), I would like to acknowledge on behalf of Council and our community that we are meeting on the traditional territory of the Algonquin People. We would like to thank the Algonquin people and express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We also thank all the generations of people who have taken care of this land for thousands of years.

3 Recital of the Municipal Mission and Vision Statements

Councillor Dowser recited the Vision and Mission Statements.

Vision

To foster a community that is inclusive, progressive in nature, with a commitment to reconciliation.

Mission

To serve our community honestly and ethically, while fostering an inclusive and progressive municipality. We will honour reconciliation, our natural environment, while working together to build a sustainable future for all.

4 Approval of Agenda

Resolution No: 2025-116

Moved By: Chris Dowser

Seconded By: Fran Kelly-Chamberlain

BE IT RESOLVED THAT the agenda of the Regular Meeting of December 11, 2025, be adopted as circulated.

CARRIED

5 Declarations of Disqualifying Interest (Pecuniary)

None were disclosed.

6 Mayor's Address

Mayor Grills provided an oral address.

7 Approval of the Minutes of the Most Recent Meeting(s)

Resolution No: 2025-117

Moved By: Chris Dowser

Seconded By: Karen LeClerc

BE IT RESOLVED THAT the minutes of the Regular Meeting of Council November 24, 2025, be adopted as circulated.

CARRIED

8 Delegations/Presentations

9 Council Direction From the Previous Meeting

9.1 Open-Air Burning Bylaw - January Meeting

9.2 Shared Services Meeting

9.3 Auto Extrication

9.4 Library CRA Number

10 Committee of the Whole Working Session (To work on Policy/Plans etc.)

The following were discussed/reviewed by Council.

10.1 2026 Budget

10.2 Website Redesign RFP

- 10.3 Hall Rental Policy - Draft Policy Review/Discussion**
- 10.3.1 Volunteer Use Checklist**
- 10.4 Volunteer Policy - Draft Review/Update**
- 10.5 Procedure Bylaw - Draft Review/Update**
- 10.6 Communications Protocol**
- 10.7 Year End Municipal Report Card**
- 10.8 Levels of Service - Survey Summary Results & Impacts**
- 10.9 Job Profiles Municipal Works/Environmental Services**
- 10.9.1 Job Titles & Draft Duties/Responsibilities**
- 11 Legislative Matters**
- 11.1 Consent Agenda (includes items of correspondence not requiring administrative reports/action, committee reports not requiring any action by Council – matters that are for information purposes only).**
Resolution No: 2025-118
Moved By: Chris Dowser
Seconded By: Karen LeClerc

BE IT RESOLVED THAT the Consent Agenda items for the December 11, 2025, meeting be hereby received.
CARRIED
- 11.2 Bylaws**
- 11.3 Public Hearings: Planning/Zoning Matters**
- 11.4 Committee/Local Board Reports**
- 11.4.1 Police Services Board**
Resolution No: 2025-119
Moved By: Chris Dowser
Seconded By: Fran Kelly-Chamberlain

BE IT RESOLVED THAT the December 2025 Police Services Board Report be received as prepared by Councillor Dowser.
CARRIED
- 12 Administrative Matters**
- 12.1 New Business/Reports from Officers/Employees on Various Issues (including reports from departments which require Council approval)**

12.2 Financial Update/Statement/Quarterly Variance Report

12.3 Update on Capital Projects

13 Leadership Issues

13.1 Update to Strategic Plan

13.2 Five-Year Financial Plan (including Asset Management Plan)

13.3 New Policy

13.4 Notice of Motion

14 Closed Session

14.1 Start

Resolution No: 2025-120

Moved By: Fran Kelly-Chamberlain

Seconded By: Rachel Richer

BE IT RESOLVED Council for the Corporation of the United Townships of Head, Clara and Maria does now move into Closed Session at 2:47 p.m. Pursuant to section 239(2) (b) personal matters about an identifiable individual, d) labour relations or employee negotiations, (f) advice that is subject to solicitor-client privilege, including communications for that purpose, and (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board to consider:

1. Municipal Administrator Leave Update
2. Remote Worker Update/New Contract Negotiations
3. Response to Members of the Public re: Confidential Matters
4. Litigation/Potential Litigation Requiring Legal Advice

CARRIED

14.2 End

Resolution No: 2025-121

Moved By: Karen LeClerc

Seconded By: Fran Kelly-Chamberlain

BE IT RESOLVED Council for the Corporation of the United Townships of Head, Clara and Maria does now return to Open Session at 4:24 P.M. and reports that Council received an update on confidential employee matters as well as ratepayer questions related to confidential matters and gave direction to the Deputy Clerk.

CARRIED

15 Confirmation of Proceedings

Resolution No: 2025-122

Moved By: Rachel Richer

Seconded By: Chris Dowser

BE IT RESOLVED THAT Bylaw 2025-20 being a bylaw to confirm proceedings of Council at their Regular Meeting December 11, 2025, be read and adopted.

CARRIED

16 Adjournment

Mayor Grills adjourned the meeting at 4:26 PM.



Head, Clara, & Maria

Meeting Minutes

Special Meeting December 15, 2025 - 09:00 AM

1 Call To Order

Mayor Grills called the meeting to order at 9:01 AM.

Let us take a moment of silent reflection to contemplate in our own way the responsibility we have to collectively use our skills and experience to ensure the mutual long-term benefit of our Municipality and those we represent.

2 Traditional Land Acknowledgement

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3 Recital of the Municipal Mission and Vision Statements

Mayor Grills recited the Vision and Mission Statements.

Vision

To foster a community that is inclusive, progressive in nature, with a commitment to reconciliation.

Mission

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4 Approval of Agenda

Resolution No: 2025-123

Moved By: Rachel Richer

Seconded By: Fran Kelly-Chamberlain

BE IT RESOLVED THAT the agenda of the Special Meeting of Monday December 15, 2025, be adopted as circulated.

CARRIED

5 Declarations of Disqualifying Interest (Pecuniary)

None were declared.

6 Special Business

6.1 Adopt 2026 Meeting Schedule

Resolution No: 2025-124

Moved By: Chris Dowser

Seconded By: Rachel Richer

THAT Council does hereby set the following dates for their Regular Meetings in 2026 with the meetings to commence at 10:00 AM:

January 29

February 19

March 19

April 16

May 14

June 18

July - No Meeting

August 22

September 18

October 15

CARRIED

6.2 Suspend Sections of Waste Management Bylaw 2022-12 Related to Recycling

Resolution No: 2025-125

Moved By: Chris Dowser

Seconded By: Fran Kelly-Chamberlain

THAT Council suspends the following sections of Bylaw 2022-12 being the waste management by-law for the United Townships of Head, Clara and Maria, which pertain to the blue box recycling program including:

- Schedule A – Approved Containers
- Schedule C – Recyclable Materials
- Schedule H – Collection Requirements
- Schedule I – Exemptions from Tipping Fees

- Schedule L – Waste Collection Routes

CARRIED

6.3 Curb-side Recycling Pick Up

Resolution No: 2025-126

Moved By: Fran Kelly-Chamberlain

Seconded By: Karen LeClerc

Whereas Council entered into an agreement with Circular Materials for the continuation of the recycling program in Head, Clara and Maria which is to be fully funded by the Stewards;

And Whereas Circular Materials has engaged Miller Waste to provide curb-side collection for the municipality only and the bins at the landfills will be removed on December 29, 2025;

THAT Council directs blue box recyclable material will not be accepted at either landfill.

6.3.1 Update RE: Recycling Collection by Miller

The Deputy Treasurer will provide a further update.

6.3.1.1 Removal of Depot Bins at Landfills

Resolution No: 2025-127

Moved By: Chris Dowser

Seconded By: Karen LeClerc

Whereas the recycling bins at both landfills will be removed on December 29, 2025;

And Whereas Council believes it in the best interest of the lifespan of the landfill to make every effort to ensure blue box recyclable materials are not accepted at the landfills;

THAT Council does hereby direct a report on best practices related to the acceptance of blue box materials and other recyclables at municipal landfills be prepared and brought to the January 29, 2026 meeting.

CARRIED

6.3.2 Blue Boxes for all Households

Resolution No: 2025-128

Moved By: Fran Kelly-Chamberlain

Seconded By: Karen LeClerc

THAT Council authorizes the purchase of 150 blue boxes from Home Hardware in Deep River.

CARRIED

6.3.3 Public Education

Resolution No: 2025-129

Moved By: Rachel Richer

Seconded By: Chris Dowser

THAT Council directs the Deputy Clerk to advise the public of changes to the recycling program in the following ways : in the Newsletter, on the website, in the blue boxes, to the non-resident mailing list, the email list, Flyers in the office/Library and the bulletin boards..

CARRIED

7 Confirmation of Proceedings

Resolution No: 2025-130

Moved By: Chris Dowser

Seconded By: Karen LeClerc

BE IT RESOLVED THAT Bylaw 2025-21 being a bylaw to confirm proceedings of Council at their Special Meeting December 15, 2025, be read and adopted.

CARRIED

8 Adjournment

Mayor Grills adjourned the meeting at 10:19 AM.

December 5, 2025

**Subject: Update on the proposed environmental assessment regulation for
municipal infrastructure**

Good afternoon,

I am writing to share an update on the proposed Municipal Project Assessment Process (MPAP), a new environmental assessment (EA) regulation for certain municipal infrastructure projects. If implemented, this regulation would replace the current Municipal Class Environmental Assessment (MCEA).

The Ministry of the Environment, Conservation and Parks (ministry) continues to modernize Ontario's EA program. Our goal is to reduce delays for critical infrastructure projects, while maintaining strong environmental protections and opportunities for public consultation.

Background

In March 2023, we posted an initial proposal on the Environmental Registry to review EA requirements for municipal infrastructure projects.

In February 2024, we began consulting on a more detailed proposal for regulations under Part II.4 of the amended Environmental Assessment Act. These regulations would identify municipal projects subject to the streamlined EA process outlined in the proposed MPAP regulation.

Next steps

We appreciate the feedback received so far. In response to input received during earlier consultations, we are considering changes to the February 2024 proposal. These updates are outlined in the [updated proposal posting](#).

The ministry is seeking your input as we finalize the streamlined EA project list and process regulation.

Provide comments

For details on the updated proposal and to provide your input, visit:
<https://ero.ontario.ca/notice/019-7891>.

The comment period is open until **February 3, 2026 (60 days)**.

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

Thank you for your continued engagement.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Cross". The signature is fluid and cursive, with the first letter "A" being large and prominent.

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

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
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Tel: 416 326-5000
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132-2025-4811

By email

December 5, 2025

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

Further to my letter on September 26, 2025, I am pleased to confirm the release of the 2026 Ontario Provincial Police (OPP) annual billing statements. These billing statements include confirmation of policing costs before and after the implementation of the 11 per cent cap on OPP policing costs for 2026.

The cap was introduced to provide municipalities with greater predictability and stability for the 2026 billing year, ensuring costs do not rise by more than 11 per cent between 2025 and 2026, excluding any service enhancements. This measure reflects the province's commitment to responsive and responsible cost management, particularly in the context of the cost pressures identified for the upcoming year. Without provincial intervention costs for OPP-policed municipalities would be significantly higher in 2026.

In determining the methodology for the cap on OPP policing costs for the 2026 billing year, a number of items were considered, including the Ontario Provincial Police Association salary increases and managing year-over-year cost variability. In addition, factors relevant to all municipalities across the province were considered, such as the rate of inflation, typical salary increase trends, and municipal fiscal capacity including grants.

Any questions related to specific OPP billing statements or operational estimates can be directed to the Crime Prevention and Community Support Bureau at opp.municipalpolicing@opp.ca.

In addition, any questions related to policy changes and the approach to OPP cost recovery can be directed to my team at the Strategic Policy Division, Ministry of the Solicitor General at solgeninput@ontario.ca.

Thank you for your ongoing partnership in protecting Ontario and keeping our communities safe.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael S. Kerzner'.

The Honourable Michael S. Kerzner
Solicitor General

- c. Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety
Ministry of the Solicitor General

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

Ontario
Provincial
Police

Police
provinciale
de l'Ontario



**Crime Prevention and Community
Support Bureau
Bureau de la prévention du crime et du
soutien communautaire**

777 Memorial Ave.
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File Reference:

612-20

November 27, 2025

Dear Mayor/Reeve/CAO/Treasurer,

Please find attached your Ontario Provincial Police (OPP) Annual Billing Statement package including 2026 estimated costs and a statement for the 2024 year-end reconciliation. The final cost adjustment from the 2024 reconciliation process has been applied as an adjustment to the calculated billing amount for the 2026 calendar year.

As noted in the letter sent to you by the Solicitor General dated September 26, 2025, any increase in total policing costs for calendar year 2026—including the 2024 year-end adjustment—has been capped at 11% over the final amount billed in 2025 (after 2023 year-end adjustment and all applicable discounts).

To provide clarity and transparency, your statement includes:

- The actual calculated billing amount for 2026.
- A capped amount, based on the final 2025 payable amount plus 11%.

The municipality will be billed the lower of these two amounts during the 2026 calendar year.

The final reconciliation of your 2026 annual costs will appear in your 2028 Annual Billing Statement. The reconciled 2026 costs will reflect the 11% cap applied for that year.

For more detailed information on the 2026 Annual Billing Statement package, please refer to the resource material available on the internet, www.opp.ca/billingmodel. Further, OPP Municipal Policing will host webinar information sessions in the new year. An e-mail invitation will be forwarded to the municipality advising of the session dates.

If you have questions about the Annual Billing Statement, please e-mail OPP.MunicipalPolicing@opp.ca.

Yours truly,

A stylized, handwritten signature in black ink, appearing to read "B. McCallum".

B. (Bradley) McCallum
Chief Superintendent
Commander
Crime Prevention and Community Support Bureau

OPP 2026 Annual Billing Statement

Head, Clara and Maria Tp

Estimated costs for the period January 1 to December 31, 2026

Please refer to www.opp.ca for 2026 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	359		
	Commercial and Industrial	13		
	Total Properties	372	203.05	75,534
Calls for Service	(see summaries)			
	Total all municipalities	217,602,138		
	Municipal portion	0.0109%	63.72	23,702
Overtime	(see notes)		14.43	5,367
Prisoner Transportation	(per property cost)		2.08	774
Accommodation/Cleaning Services	(per property cost)		1.21	450
Total 2026 Estimated Cost			284.48	105,827
2024 Year-End Adjustment	(see summary)			8,791
Calculated Billing for 2026				114,618
Capped Payable for 2026				96,420
Total Billing for 2026 (Lesser of Calculated Billing or Capped payable)				96,420
2026 Monthly Billing Amount				8,035

Notes

Cost increases for the Total 2026 Billing amount have been capped at 11% over the Total 2025 Billing amount.

2025 Grand Total Billing Amount	86,865
11% of 2025 Grand Total Billing	9,555
Capped Payable for 2026	96,420

The capped payable for 2026 is lower than the calculated billing amount by \$18,197

OPP 2026 Annual Billing Statement

Head, Clara and Maria Tp

Estimated costs for the period January 1 to December 31, 2026

Notes to Annual Billing Statement

- 1) Municipal Base Services and Calls for Service Costs - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2026 billing purposes the allocation of the municipal workload in detachments has been calculated to be 51.9 % Base Services and 48.1 % Calls for Service. The total 2026 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) Base Services - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$203.05 estimated for 2026. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) Calls for Service - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) Overtime - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2021, 2022, 2023 and 2024 has been analyzed and averaged to estimate the 2026 costs. The costs incorporate the 2026 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2026 hours and salary rates and included in the 2028 Annual Billing Statement.
- 5) Court Security and Prisoner Transportation (CSPT) - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2026 costs have been estimated based on the 2024 activity levels. These costs will be reconciled to the actual cost of service required in 2026.

There was no information available about the status of 2026 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

- 6) Year-end Adjustment - The 2024 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

OPP 2026 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1 to December 31, 2026

Salaries and Benefits		Positions	Base		Total Base Services and Calls for Service	Base Services	Calls for Service
		FTE	%	\$/FTE	\$	\$	\$
Uniform Members	Note 1						
Inspector		27.66	100.0	192,976	5,337,714	5,337,714	-
Staff Sergeant-Detachment Commander		8.57	100.0	175,024	1,499,952	1,499,952	-
Staff Sergeant		41.04	100.0	160,995	6,607,217	6,607,217	-
Sergeant		237.81	51.9	147,894	35,170,721	18,256,061	16,914,660
Constable		1,663.92	51.9	123,513	205,515,029	106,674,098	98,840,931
Part-Time Constable		17.53	51.9	98,559	1,727,739	896,887	830,852
Total Uniform Salaries		1,996.53			255,858,373	139,271,930	116,586,444
Statutory Holiday Payout				6,387	12,640,216	6,798,379	5,841,836
Shift Premiums				1,129	2,165,924.16	1,124,243	1,041,681
Uniform Benefits - Inspector				28.64%	1,528,567	1,528,567	-
Uniform Benefits - Full-Time Salaries				36.39%	90,535,000	48,411,886	42,123,114
Uniform Benefits - Part-Time Salaries				20.76%	358,624	186,165	172,459
Total Uniform Salaries & Benefits					363,086,704	197,321,170	165,765,534
Detachment Civilian Members	Note 1						
Detachment Administrative Clerk		162.57	51.9	77,377	12,579,207	6,529,086	6,050,121
Detachment Operations Clerk		6.41	51.9	70,662	452,941	235,303	217,638
Detachment Clerk - Typist		2.61	51.9	64,030	167,117	86,440	80,677
Court Officer - Administration		38.91	51.9	94,216	3,665,926	1,903,154	1,762,772
Crimestoppers Co-ordinator		0.99	51.9	75,542	74,786	38,526	36,260
Cadet		6.72	51.9	52,627	353,653	183,668	169,985
Total Detachment Civilian Salaries		218.21			17,293,630	8,976,177	8,317,453
Civilian Benefits - Full-Time Salaries				35.46%	6,131,636	3,182,596	2,949,039
Total Detachment Civilian Salaries & Benefits					23,425,266	12,158,773	11,266,493
Support Costs - Salaries and Benefits	Note 2						
Communication Operators				7,294	14,562,690	7,829,963	6,732,727
Prisoner Guards				2,425	4,841,585	2,603,189	2,238,396
Operational Support				7,250	14,474,843	7,782,730	6,692,113
RHQ Municipal Support				3,103	6,195,233	3,331,008	2,864,224
Telephone Support				162	323,438	173,904	149,534
Office Automation Support				937	1,870,749	1,005,851	864,898
Mobile and Portable Radio Support				325	654,569.50	351,839	302,731
Total Support Staff Salaries and Benefits Costs					42,923,106	23,078,484	19,844,623
Total Salaries & Benefits					429,435,076	232,558,427	196,876,649
Other Direct Operating Expenses	Note 2						
Communication Centre				152	303,473	163,169	140,304
Operational Support				1,292	2,579,517	1,386,936	1,192,581
RHQ Municipal Support				340	678,820	364,983	313,837
Telephone				1,203	2,401,826	1,291,396	1,110,429
Mobile Radio Equipment Repairs & Maintenance				197	396,770	213,268	183,502
Office Automation - Uniform				4,688	9,359,733	5,032,474	4,327,258
Office Automation - Civilian				1,199	261,634	135,799	125,835
Vehicle Usage				10,641	21,245,076	11,422,901	9,822,175
Detachment Supplies & Equipment				824	1,645,141	884,548	760,593
Uniform & Equipment				2,930	5,901,196	3,171,959	2,729,236
Uniform & Equipment - Court Officer				1,055	41,050	21,311	19,739
Total Other Direct Operating Expenses					44,814,234	24,088,745	20,725,489
Total 2026 Municipal Base Services and Calls for Service Cost					\$ 474,249,309	\$ 256,647,172	\$ 217,602,138
Total OPP-Policed Municipal Properties						1,263,977	
Base Services Cost per Property						\$ 203.05	

OPP 2026 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1 to December 31, 2026

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2021 through 2024. Additional service, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 84.1 FTEs with a cost of \$17,823,159 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2026 salaries incorporate the 2026 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024, 2.75% in 2025 and 2.75% in 2026.) The 2026 salaries also incorporate a 3% Frontline Patrol Premium and a 3% Second-In-Command premium.

The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2025-26). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 51.9% Base Services : 48.1% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2025 Municipal Policing Cost-Recovery Formula.

OPP 2026 Calls for Service Billing Summary

Head, Clara and Maria Tp

Estimated costs for the period January 1 to December 31, 2026

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
					A	B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	1	0	0	0	0	4.9	1	0.0001%	142
Drugs	0	0	0	0	0	103.7	0	0.0000%	0
Operational	17	23	17	36	23	4.0	93	0.0049%	10,755
Operational 2	5	1	0	6	3	1.8	5	0.0003%	625
Other Criminal Code Violations	0	0	0	5	1	6.7	8	0.0004%	969
Property Crime Violations	5	7	1	4	4	5.8	25	0.0013%	2,851
Statutes & Acts	3	0	2	10	4	3.6	14	0.0007%	1,561
Traffic	10	2	2	4	5	3.8	17	0.0009%	1,978
Violent Criminal Code	9	0	2	1	3	13.9	42	0.0022%	4,822
Municipal Totals	50	33	24	66	43		205	0.0109%	\$23,702

Provincial Totals (Note 4)

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
					A	B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	3,017	2,530	2,404	2,570	2,630	4.9	12,888	0.6849%	1,490,434
Drugs	1,071	818	940	944	943	103.7	97,806	5.1980%	11,310,991
Operational	182,938	178,694	182,556	198,566	185,688	4.0	742,754	39.4744%	85,897,052
Operational 2	48,875	46,769	47,507	47,198	47,587	1.8	85,657	4.5523%	9,905,960
Other Criminal Code Violations	12,312	12,464	13,135	14,777	13,172	6.7	88,252	4.6902%	10,206,039
Property Crime Violations	47,768	49,230	49,802	48,800	48,900	5.8	283,620	15.0733%	32,799,789
Statutes & Acts	33,390	33,258	34,566	37,180	34,599	3.6	124,555	6.6196%	14,404,335
Traffic	34,936	38,989	32,888	34,394	35,302	3.8	134,146	7.1293%	15,513,588
Violent Criminal Code	20,343	21,807	22,925	24,690	22,441	13.9	311,932	16.5779%	36,073,949
Provincial Totals	384,648	384,559	386,723	409,119	391,262		1,881,610	100%	\$217,602,138

Notes to Calls for Service Billing Summary

- 1) Displayed without decimal places, exact numbers used in calculations
- 2) Displayed to four decimal places, nine decimal places used in calculations
- 3) Total costs rounded to zero decimals
- 4) Provincial Totals exclude data for dissolutions and post-2022 municipal police force amalgamations.

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OPP 2026 Calls for Service Details

Head, Clara and Maria Tp

For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Grand Total	50	33	24	66	43.25
Drug Possession	1	0	0	0	0.25
DRUG related occurrence	1	0	0	0	0.25
Operational	17	23	17	36	23.25
Animal - Dog Owners Liability Act	0	0	0	2	0.50
Animal - Master Code	0	1	0	0	0.25
Animal Bite	0	1	0	0	0.25
Animal Stray	0	2	1	0	0.75
Assist Public	6	6	3	11	6.50
Distressed / Overdue Motorist	0	0	1	0	0.25
Domestic Disturbance	2	4	1	7	3.50
FAMILY DISPUTE	1	0	1	3	1.25
Fire - Building	0	0	1	0	0.25
Fire - Other	1	0	3	0	1.00
Fire - Vehicle	1	1	0	0	0.50
Found - Others	0	1	1	0	0.50
Found Property - Master Code	0	3	0	0	0.75
Insecure Condition - Building	0	0	0	1	0.25
Lost - Others	0	1	0	0	0.25
Lost - Personal Accessories	0	0	0	1	0.25
Medical Assistance - Other	0	0	0	1	0.25
Missing Person 12 & older	1	0	0	2	0.75
Missing Person Located 12 & older	0	0	0	2	0.50
Neighbour Dispute	1	2	1	2	1.50
Noise Complaint - Residence	0	1	0	0	0.25
Other Municipal By-Laws	1	0	0	0	0.25
Overdose/Suspected Overdose - Opioid Related	0	0	0	1	0.25
Suspicious Person	1	0	0	0	0.25
Suspicious vehicle	1	0	4	2	1.75
Unwanted Persons	1	0	0	0	0.25
Vehicle Recovered - All Terrain Veh	0	0	0	1	0.25
Operational 2	5	1	0	6	3.00
911 call / 911 hang up	1	0	0	1	0.50
False Alarm - Others	0	1	0	1	0.50
Keep the Peace	4	0	0	4	2.00
Other Criminal Code Violations	0	0	0	5	1.25
Bail Violations - Fail To Comply	0	0	0	1	0.25
Breach of Probation	0	0	0	2	0.50
Disturb the Peace	0	0	0	1	0.25
Utter Threats to Property / Animals	0	0	0	1	0.25
Property Crime Violations	5	7	1	4	4.25
Break & Enter	0	1	0	0	0.25
Fraud - Money/property/security Over \$5,000	0	2	0	0	0.50
Fraud - Money/property/security Under \$5,000	0	0	0	1	0.25
Fraud - Steal/Forge/Poss./Use Credit Card	0	1	0	0	0.25

OPP 2026 Calls for Service Details

Head, Clara and Maria Tp

For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Mischief	1	0	0	0	0.25
Mischief - Interfere with lawful use, enjoyment of property	0	0	0	1	0.25
Personation with Intent (fraud)	0	1	0	0	0.25
Property Damage	1	0	0	0	0.25
Theft FROM Motor Vehicles Under \$5,000	0	1	0	0	0.25
Theft of - Snow Vehicles	1	0	0	0	0.25
Theft of Motor Vehicle	1	0	0	0	0.25
Theft Over \$5,000 - Other Theft	0	0	1	1	0.50
Theft Over \$5,000 - Persons	0	0	0	1	0.25
Theft Under \$5,000 - Master Code	0	1	0	0	0.25
Theft Under \$5,000 - Other Theft	1	0	0	0	0.25
Statutes & Acts	3	0	2	10	3.75
Landlord / Tenant	0	0	0	3	0.75
Mental Health Act	0	0	0	2	0.50
Mental Health Act - No Contact with Police	2	0	0	0	0.50
Mental Health Act - Placed on Form	1	0	0	0	0.25
Mental Health Act - Threat of Suicide	0	0	0	3	0.75
Mental Health Act - Voluntary Transport	0	0	1	0	0.25
Trespass To Property Act	0	0	1	2	0.75
Traffic	10	2	2	4	4.50
MVC - PERSONAL INJURY (MOTOR VEHICLE COLLISION)	2	1	0	0	0.75
MVC - PROP. DAM. FAILED TO REM (MOTOR VEHICLE COLLISION)	0	1	0	0	0.25
MVC - PROP. DAM. NON REPORTABLE (MOTOR VEHICLE COLLISION)	1	0	0	1	0.50
MVC - PROP. DAM. REPORTABLE (MOTOR VEHICLE COLLISION)	7	0	1	3	2.75
MVC (MOTOR VEHICLE COLLISION) - Master Code	0	0	1	0	0.25
Violent Criminal Code	9	0	2	1	3.00
Assault - Level 1	1	0	0	0	0.25
Assault With Weapon or Causing Bodily Harm - Level 2	1	0	0	0	0.25
Criminal Harassment	1	0	0	0	0.25
Robbery - Other	1	0	0	0	0.25
Sexual Assault	1	0	0	0	0.25
Sexual Assault With a Weapon	0	0	1	0	0.25
Utter Threats to Person	3	0	1	1	1.25
Utter Threats to Person - Police Officer	1	0	0	0	0.25

OPP 2024 Reconciled Year-End Summary

Head, Clara and Maria Tp

Reconciled cost for the period January 1 to December 31, 2024

			Cost per Property \$	Reconciled Cost \$	Estimated Cost \$	Reconciliation Variance \$
Base Service	Property Counts					
	Household	354				
	Commercial and Industrial	15				
	Total Properties	369	179.78	66,337	61,101	5,236
Calls for Service	Total all municipalities	198,679,051				
	Municipal portion	0.0116%	62.41	23,030	21,213	1,817
Overtime			15.74	5,809	4,341	1,467
Prisoner Transportation	(per property cost)		1.87	690	413	277
Accommodation/Cleaning Services	(per property cost)		1.15	424	424	-
Total 2024 Costs			260.95	96,290	87,493	
2024 Billed Amount				87,499		
2024 Year-End-Adjustment				8,791		

Notes

The Year-End Adjustment above is included as an adjustment on the 2026 Billing Statement.

This amount is incorporated into the monthly invoice amount for 2026.

The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

OPP 2024 Reconciled Base Services and Calls for Service Cost Summary
For the period January 1 to December 31, 2024

				Total Base Services and Calls for Service	Base Services	Calls for Service
Salaries and Benefits	Positions	Base		\$	\$	\$
	FTE	%	\$/FTE			
Uniform Members	Note 1					
Inspector	26.21	100.0	182,588	4,785,639	4,785,639	-
Staff Sergeant-Detachment Commander	9.14	100.0	163,618	1,495,473	1,495,473	-
Staff Sergeant	36.76	100.0	152,805	5,617,096	5,617,096	-
Sergeant	222.37	50.4	136,574	30,369,854	15,318,086	15,051,768
Constable	1,613.61	50.4	116,074	187,298,667	94,469,399	92,829,269
Part-Time Constable	15.08	50.4	93,354	1,407,778	710,424	697,354
Total Uniform Salaries	1,923.17			230,974,507	122,396,117	108,578,391
Statutory Holiday Payout			6,050	11,543,670	6,038,603	5,505,066
Shift Premiums			1,129	2,088,959.07	1,053,632	1,035,327
Uniform Benefits - Inspector			28.64%	1,370,468	1,370,468	-
Uniform Benefits - Full-Time Salaries			36.39%	81,797,167	42,539,580	39,257,587
Uniform Benefits - Part-Time Salaries			20.76%	292,210	147,462	144,749
Total Uniform Salaries & Benefits				328,066,981	173,545,862	154,521,120
Detachment Civilian Members	Note 1					
Detachment Administrative Clerk	168.12	50.4	73,426	12,344,361	6,226,515	6,117,845
Detachment Operations Clerk	2.08	50.4	69,128	143,787	72,585	71,202
Detachment Clerk - Typist	1.06	50.4	60,677	64,318	32,159	32,159
Court Officer - Administration	25.63	50.4	74,937	1,920,625	968,930	951,695
Crimestoppers Co-ordinator	0.83	50.4	70,809	58,771	29,740	29,032
Cadet	0.68	50.4	49,848	33,897	16,948	16,948
Total Detachment Civilian Salaries	198.40			14,565,758	7,346,877	7,218,881
Civilian Benefits - Full-Time Salaries			35.46%	5,164,440	2,604,911	2,559,529
Total Detachment Civilian Salaries & Benefits				19,730,198	9,951,788	9,778,410
Support Costs - Salaries and Benefits	Note 2					
Communication Operators			6,228	11,977,503	6,263,811	5,713,692
Prisoner Guards			1,996	3,838,647	2,007,477	1,831,170
Operational Support			6,080	11,692,874	6,114,960	5,577,914
RHQ Municipal Support			2,751	5,290,641	2,766,818	2,523,822
Telephone Support			141	271,167	141,811	129,356
Office Automation Support			875	1,682,774	880,031	802,743
Mobile and Portable Radio Support			282	546,586.50	285,768	260,819
Total Support Staff Salaries and Benefits Costs				35,300,192	18,460,676	16,839,516
Total Salaries & Benefits				383,097,371	201,958,326	181,139,045
Other Direct Operating Expenses	Note 2					
Communication Centre			155	298,091	155,891	142,200
Operational Support			1,018	1,957,787	1,023,854	933,934
RHQ Municipal Support			212	407,712	213,219	194,493
Telephone			1,582	3,042,455	1,591,097	1,451,358
Mobile Radio Equipment Repairs & Maintenance			147	284,923	148,964	135,959
Office Automation - Uniform			3,019	5,806,050	3,036,359	2,769,691
Office Automation - Civilian			1,154	228,954	115,088	113,865
Vehicle Usage			9,975	19,183,621	10,032,356	9,151,265
Detachment Supplies & Equipment			548	1,053,897	551,151	502,746
Uniform & Equipment			2,305	4,467,666	2,335,795	2,131,871
Uniform & Equipment - Court Officer			994	25,476	12,852	12,624
Total Other Direct Operating Expenses				36,756,632	19,216,626	17,540,006
Total 2024 Municipal Base Services and Calls for Service Cost				\$ 419,854,003	\$ 221,174,952	\$ 198,679,051
Total OPP-Policed Municipal Properties					1,230,286	
Base Services Cost per Property					\$ 179.78	

OPP 2024 Reconciled Base Services and Calls for Service Cost Summary

For the period January 1 to December 31, 2024

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2019 through 2022. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 88.28 FTEs with a cost of \$17,343,993 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2024 salaries incorporate the 2024 general salary rate increases set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements, (uniform and civilian staff - 4.50%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2024-25). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.44% Base Services : 49.56% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2023 Municipal Policing Cost-Recovery Formula.

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DATE: December 9, 2025

MEMORANDUM TO: Community Emergency Management Coordinators

FROM: Matthew Pegg
Deputy Minister and Commissioner of Emergency
Management

SUBJECT: **Passage of Bill 25, Emergency Management
Modernization Act, 2025 amending the *Emergency
Management and Civil Protection Act***

I am pleased to share that Ontario has reached an important milestone in modernizing its emergency management framework through amendments to the [Emergency Management and Civil Protection Act](#) (EMCPA).

On December 3, 2025, the Government of Ontario passed [Bill 25](#), the *Emergency Management Modernization Act, 2025*. Schedule 1 of the *Emergency Management Modernization Act, 2025* amends the EMCPA to enable a more effective, coordinated and comprehensive approach to provincial and community emergency management.

These legislative amendments are informed by valuable feedback, best practices in emergency management, and lessons learned from past emergencies. I want to extend my sincere thanks for the feedback from emergency management partners, which has been essential in shaping this legislation and ensuring it reflects the needs and realities of communities.

The amendments to the EMCPA will be implemented through a phased approach, with initial amendments aimed at strengthening provincial coordination and capabilities and enhancing community capacity in emergency management.

Some amendments are now in effect, with no new requirements for partners. These include:

- **Establishing the purposes of the Act**, including to support coordination with municipalities, Indigenous communities, public and private sector organizations, and other governments.
- **Introducing a clear definition of “emergency management”** encompassing prevention, mitigation, preparedness, response, and recovery.
- **Clarifying the role of the Ministry of Emergency Preparedness and Response** as the provincial lead and one window for coordinating provincial emergency management activities under the oversight of the **Minister of Emergency**

Preparedness and Response and the direction of the Commissioner of Emergency Management.

- **Strengthening executive oversight** of provincial emergency management.
- **Authorizing the Minister** of Emergency Preparedness and Response to oversee municipal, ministry, and provincially regulated critical infrastructure entities' emergency management programs, and enter into agreements and arrangements with public and private partners and individuals in emergency management.
- **Recognizing Ontario Corps** as a key provincial resource and capability that can be engaged to support communities across the province, who request assistance.

These changes aim to strengthen provincial emergency management coordination and lay the foundation for deeper collaboration with communities and emergency management partners.

Remaining amendments to the EMCPA are expected to come into force at a later date. Subject to future regulations, key changes affecting municipalities will include:

- Enabling flexibility regarding requirements for municipal emergency management programs and plans based on needs and capacity.
- Allowing two or more municipalities to voluntarily develop and implement joint emergency management programs and plans.
- Clarifying the process for and ensuring accountability of municipal emergency declarations under the EMCPA.

The Ministry of Emergency Preparedness and Response remains committed to working closely with emergency management partners throughout the implementation of these changes, including the development of supporting regulations. Your continued support and feedback will be vital in shaping the next phase of this work, and I look forward to ongoing collaboration.

If you have any questions on the amendments, please contact the Strategic Policy and Governance Branch in the Ministry of Emergency Preparedness and Response at EMOPolicy@ontario.ca.

Thank you again for your valued partnership.

Sincerely,

Original signed by

Matthew Pegg
Deputy Minister and Commissioner of Emergency Management

CALENDAR OF COUNTY COUNCIL MEETINGS and COMMITTEE MEETINGS

All meetings will be held in the **Council Chambers** of the County Administration Building, 9 International Drive, Pembroke, unless otherwise indicated. Conferences are in **bold**, and holidays are in **blue**.

DATE	TIME	
January 8-9, 2026		EOWC Inaugural Meeting
Wednesday, January 14, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
January 18-20, 2026		ROMA Annual Conference, Sheraton Hotel, Toronto
Wednesday, January 28, 2026	9:30 a.m.	Council, Development and Property, Operations
February 2-4, 2026		EDCO, Toronto
Wednesday, February 11, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
Monday, February 16, 2026		Family Day
Wednesday, February 25, 2026	9:30 a.m.	Council, Development and Property, Operations
Wednesday, March 11, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
March 15-21, 2026		March Break
Wednesday, March 25, 2026	9:30 a.m.	Council, Development and Property, Operations
March 29-April 1, 2026		Good Roads Annual Conference, Toronto
Friday, April 3, 2026		Easter Friday
Monday April 6, 2026		Easter Monday
Wednesday, April 8, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
Wednesday, April 22, 2026	9:30 a.m.	Council, Development and Property, Operations
Wednesday, May 13, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
Monday, May 18, 2026		Victoria Day
May 25-27, 2026		CAMA Annual Conference, Whistler, BC
Wednesday, May 27, 2026	9:30 a.m.	Council, Development and Property, Operations
June 4-7, 2026		Federation of Canadian Municipalities (FCM) Conference, Edmonton, AB
June 7-9, 2026		AMCTO, Huntsville
Wednesday, June 10, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
Wednesday, June 24, 2026	9:30 a.m.	Council, Development and Property, Operations
Wednesday, July 1, 2026		Canada Day
Monday, August 3, 2026		Civic Holiday
Wednesday, August 12, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
August 16-19, 2026		Assoc. of Municipalities of Ontario (AMO) Annual Conference, Ottawa
Wednesday, August 26, 2026	9:30 a.m.	Council, Development and Property, Operations
Monday, September 7, 2026		Labour Day
Wednesday, September 9, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
September 9-11, 2026		Ontario East Municipal Conference, Ottawa
Wednesday, September 23, 2026	9:30 a.m.	Council, Development and Property, Operations
Wednesday, September 30, 2026		National Day for Truth and Reconciliation
Monday, October 12, 2026		Thanksgiving Day
Wednesday, October 14, 2026	9:30 a.m.	Council, Joint Services Health, Community Services, Corporate Services
Monday, October 26, 2026		Municipal Election Day
Wednesday, October 28, 2026	9:30 a.m.	Council, Development and Property, Operations
Wednesday, November 11, 2026		Remembrance Day
Thursday, November 12, 2026	9:30 a.m.	Council
Saturday, November 14, 2026		The 2022-2026 Term of Office Ends (s.6(1))
Sunday, November 15, 2025		The 2026-2030 Term of Office Commences (s.6(1))
Wednesday, December 9, 2026	9:30 a.m.	County Council Inaugural Meeting

Ministry of Agriculture,
Food and Agribusiness

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074

Ministère de l'Agriculture,
de l'Alimentation et de l'Agroentreprise

Bureau du ministre

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074



January 12, 2026

Crystal Fischer
Clerk/Treasurer
United Townships of Head, Clara and Maria
clerk@headclaramaria.ca

Dear Crystal Fischer:

I am pleased to announce that the 2026 Agricultural Impact Assessment (AIA) Guidance Document is now available on Ontario.ca as [Publication 861: Agricultural Impact Assessment \(AIA\) Guidance Document](#) and the [Environmental Registry of Ontario](#). This updated guidance reflects stakeholder input and recent provincial policy changes, and is intended to support municipalities, consultants and interested parties in meeting the agriculture impact assessment requirements of the Provincial Planning Statement, 2024.

Agricultural impact assessments are an important tool for identifying and addressing the potential impacts of non-agricultural development on the agricultural system, promoting compatibility between agricultural and non-agricultural land uses, and supporting thoughtful land use planning and the long-term viability of Ontario's agricultural sector.

Ontario farms contribute significantly to local economies while supporting access to high-quality food both domestically and globally. The agri-food sector employs over 836,000 people and contributed \$48.8 billion to our provincial economy. Our government is committed to supporting the growth of the agriculture and food industry, which is why we released [Grow Ontario: a provincial agri-food strategy](#) to strengthen the agri-food sector, support economic growth, and ensure an efficient, reliable and responsive food supply for Ontarians.

I want to take this opportunity to thank you for your ongoing commitment to supporting the long-term viability of agriculture alongside planning for growth in Ontario. Should you have any questions about the Agricultural Impact Assessment guidance, please contact OMAFA staff at: www.ontario.ca/page/agricultural-land-use-planning-staff.

Sincerely,

Trevor Jones
Minister of Agriculture, Food and Agribusiness



Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2

Le 12 janvier 2026

Bonjour,

J'ai le plaisir d'annoncer que le Document d'orientation sur l'évaluation des répercussions sur l'agriculture (ERA) est désormais accessible sur [Ontario.ca](https://ontario.ca) et [le Registre environnemental de l'Ontario](#). Ce document d'orientation actualisé reflète les observations des intervenants ainsi que les changements intervenus récemment dans la politique provinciale. Il vise à appuyer les municipalités, les experts-conseils et les parties intéressées à respecter les exigences d'évaluation des répercussions sur l'agriculture de la Déclaration provinciale sur la planification, 2024.

Les évaluations des répercussions sur l'agriculture sont un outil important pour circonscrire et régler les potentielles répercussions d'un aménagement non agricole sur le système agricole, promouvant la compatibilité entre les utilisations des terres à des fins agricoles et non agricoles, et favorisant la planification réfléchie du territoire et la viabilité à long terme du secteur agricole ontarien.

Les exploitations agricoles de l'Ontario contribuent de façon importante aux économies locales tout en favorisant l'accès à des aliments de qualité supérieure tant à l'échelle nationale qu'à l'échelle mondiale. Le secteur agroalimentaire emploie plus de 836 000 personnes et a contribué à hauteur de 48,8 milliards de dollars à notre économie provinciale. Notre gouvernement est déterminé à soutenir la croissance de l'industrie agricole et alimentaire, raison pour laquelle nous avons publié la [stratégie Cultiver l'Ontario : une stratégie provinciale pour le secteur agroalimentaire](#), afin de renforcer le secteur agroalimentaire, de favoriser la croissance économique et de garantir un approvisionnement alimentaire efficace, fiable et réactif pour la population ontarienne.

Je tiens à profiter de cette occasion pour vous remercier de votre engagement continu à soutenir la viabilité à long terme de l'agriculture parallèlement à la planification de la croissance en Ontario. Si vous avez des questions concernant le Document d'orientation sur l'évaluation des répercussions sur l'agriculture, je vous invite à communiquer avec le personnel du MAAAO : <https://www.ontario.ca/fr/page/personnel-de-lunite-de-la-planification-de-lutilisation-des-terres-agricoles>.

Je vous prie d'agréer nos salutations distinguées.

Le ministre de l'Agriculture, de l'Alimentation et de l'Agroentreprise,



Trevor Jones

Did you know about the Farmers' Wellness Initiative?

- Your mental health is important! If you're a farmer or a member of a farm family and in need of mental health support, please call 1-866-267-6255 and arrange to speak with a professional today.
- For additional resources visit: <https://farmerwellnessinitiative.ca/>.



THE CORPORATION OF THE UNITED TOWNSHIPS OF HEAD CLARA AND MARIA

BYLAW NUMBER 2026-01

BEING A BYLAW TO PROVIDE FOR AN INTERIM TAX LEVY FOR THE YEAR 2026

Legal Authority

Scope of Powers

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

Powers of a Natural Person

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Powers Exercised by Council

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

Powers Exercised by By-law

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

Municipal Taxation

Section 317(1) of the *Municipal Act* provides that a local municipality, before the adoption of the estimates for the year under section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes. And further in subsections 2 and 3 govern the passing of such bylaws:

(2) A by-law under subsection (1) shall be passed in the year that the amounts are to be levied or may be passed in November or December of the previous year if it provides that it does not come into force until a specified day in the following year. 2001, c. 25, s. 317 (2); 2006, c. 32, Sched. A, s. 132.

Rules

(3) The amounts to be levied are subject to the following rules:

1. The amount levied on a property shall not exceed the prescribed percentage, or 50 per cent if no percentage is prescribed, of the total amount of taxes for municipal and school purposes levied on the property for the previous year.
2. The percentage under paragraph 1 may be different for different property classes but shall be the same for all properties in a property class.
3. For the purposes of calculating the total amount of taxes for the previous year under paragraph 1, if any taxes for municipal and school purposes were levied on a property for only part of the previous year because assessment was added to the tax roll during the year, an amount shall be added equal to the additional taxes that would have been levied on the property if the taxes for municipal and school purposes had been levied for the entire year.

Penalty and Interest

Section 345 (1) of the *Municipal Act* provides that a local municipality may, in accordance with this section, pass by-laws to impose late payment charges for the non-payment of taxes or any instalment by the due date.

Penalty

(2) A percentage charge, not to exceed 1 1/4 per cent of the amount of taxes due and unpaid, may be imposed as a penalty for the non-payment of taxes on the first day of default or such later date as the by-law specifies. 2001, c. 25, s. 345 (2).

Interest

(3) Interest charges, not to exceed 1 1/4 per cent each month of the amount of taxes due and unpaid, may be imposed for the non-payment of taxes in the manner specified in the by-law but interest may not start to accrue before the first day of default.

Appointment of a Treasurer

Section 286(1) of the *Municipal Act* requires a municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality, including,

- (a) collecting money payable to the municipality and issuing receipts for those payments;
- (b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;
- (c) paying all debts of the municipality and other expenditures authorized by the municipality;
- (d) maintaining accurate records and accounts of the financial affairs of the municipality;
- (e) providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;
- (f) ensuring investments of the municipality are made in compliance with the regulations made under section 418, if applicable; and
- (g) complying with any requirements applicable to the treasurer under section 418.1.

Preamble

Council of the Corporation of the United Townships of Head, Clara, and Maria (the "Township") recognizes the importance of maintaining continuous municipal services before approving the annual budget and to ensure sufficient cashflow during this period, Council will direct the Treasurer to issue an interim tax bill.

Decision

Council of the Corporation of the United Townships of Head, Clara and Maria decides it in the best interest of the Corporation to direct the Treasurer to issue an Interim Property Tax levy for the 2026 fiscal year.

Direction

NOW THEREFORE the Council of the Corporation of the United Townships of Head, Clara and Maria directs as follows:

1. That the Treasurer is hereby authorized to levy and collect an interim tax amounting to not more than 50% of the total property taxes for municipal and school purposes levied on each property in the previous year.
2. That the interim tax levy applies to all properties in all property classes within the municipality, subject to any necessary adjustments as required under the Assessment Act and related regulations.
3. That the interim taxes levied under this by-law shall be payable on February 27, 2026.
4. That the Treasurer may adjust the due dates if required, subject to proper notice to taxpayers.
5. That the taxes shall be payable to the United Townships of Head, Clara and Maria at the Township office or by

- any other method accepted by the Township.
6. Non-payment of the amount due on the date specified in section 3 of this Bylaw shall be subject to a penalty of 1.25% and further that interest shall be charged per month on the unpaid amount, as per section 345 of the *Municipal Act*.
 7. This by-law takes effect on January 1, 2026.

Read and adopted by Resolution Number 2026-004 this 5th Day of February 2026.

Mayor

Clerk

HCM Accessibility / Renovation Update 01/30/26

Hall

The hall (including washrooms) has received a facelift with a new 15yr warranty vinyl tyle floor as well as a fresh coat of paint. The floor presented many challenges with moisture, levelling and finishing. There were 6 different slabs of concrete poured over the past 60+ yrs and as a result caused significant delay in the completion. We now have a smooth, fairly level, moisture free floor, free of issues for many years to come.

The exterior entrance is presently being completed with an accessible ramp and mill work to increase coat and boot storage. This change will also significantly reduce the cold draft which permeates the hall in the winter months.

Kitchen

The knee wall was removed to create a barrier free area from kitchen prep and cook to the dishwasher. The new industrial grade poly floor has been installed. The seams are melted together by heat to create a membrane durable for decades.

Our new stainless-steel stoves have been purchased and delivered along with our dishwasher. We changed the order from 1 larger stove to 2 smaller, due to electrical constraints. The stoves provide us 10 burners and 2 ovens. A significant advantage with 2 is that the smaller one can be hooked to our existing on demand generator in case of widespread power failure and emergency management. As this is a commercial kitchen and we have had kitchen fires as a result of usage in the past, a full stainless steel hood with a wet chemical suppression system has been installed. A roof top exhaust unit is also being installed.

The new dishwasher does not require bending to load or unload. This will be a significant upgrade from the previous back breaking

work when trying to remove a full tray of dishes. It has a rinse sink and supply track to the washer as well as a discharge track to the cupboards designed for place settings. It will also wash the dishes in less than half the time. Plumbing and electrical installation is being completed.

We are reusing as much existing cabinetry as possible. The placement has been determined along the outside wall and a stainless-steel counter-top will compliment same.

A new self-contained eyewash station is also being installed. The food prep table has gone out to be refurbished.

These changes will make both the hall and kitchen fully accessible under the Accessibility for Ontarians with Disabilities Act (AODA). Everything will also now comply with the building code as well as health and safety.

Office

For accessibility reasons, the previous washroom door in the frt foyer has been removed, drywalled, and painted.

The staff security door has been flipped and the wall altered.

Staff Washroom

The storage rm connected to the Council Chambers has been converted to an accessible washroom for staff and anyone else requiring complete accessibility. A tile floor with floor drain and tile 6' up the walls has been installed with fixtures going in shortly. This will include touchless toilet, hand dryer, faucets, soap dispenser electrified door closure/opener, etc. Temperature control for this rm requires upgrading.

General

Security and accessibility for the building, offices and entrances will be upgraded. The main staff entrance will be changed to the side of the building with access through Council Chambers due to door constraints with the main entrance.

The electrical demand has reached the supply limits to the bldg. and therefore will be upgraded to a 400 amp service. This should satisfy the requirement now and anything that may be added to the system in the future.



Council Member

Committee/Local Board Report

Council Member: Councillor Kelly-Chamberlain

Report Date: 2026-02-02

1. Committee Name

Library Board

2. Purpose of the Committee/Local Board (Provide a brief description of the committee's mandate, mission, or primary objectives.):

Mission Statement

Head, Clara & Maria Public Library exists to promote intellectual growth and improvements in the quality of life through library materials and services that meet the unique needs of this widely dispersed rural community

Vision Statement

The Head Clara Public Library is a leader in celebrating lives through knowledge and information.

The library provides accessible service.

The library is a recognized contributor to the high quality of life in the community through exceptional services and valued partnership.

3. Recent Meetings

- Date(s) of Meeting(s) Jan.6th 2026--Feb.3 2026
- Topics discussed on Jan.6th---still having problems with bank account & CRA number
- Phone line is now up & working
- Some Policies are been reviewed
-

- **Decisions Made** (List key decisions, approvals, or recommendations made by the committee.):

4. Progress on Initiatives

- **Ongoing Projects/Tasks** (Summarize progress on key initiatives or projects the committee is overseeing; Mention timelines, milestones achieved, or challenges faced.): **Marlene Gibson Memorial Corner in library is being worked on**
- **New Initiatives** (Highlight any new initiatives that the committee has started or proposed.): **May Madness fundraiser potential date May 22nd 2026**

5. Implications for Council

- **Items Requiring Council Attention** (List any decisions or input required from Council.): **The MOU between Municipality & Library to continue being worked on**
- **Library Board is asking Council for approval to use the Township's email to advertise the Coffee Mornings & fundraisers. Staff told they needed Council's approval**

- **Budgetary/Financial Considerations** (Outline any impacts on municipal budgets or funding needs related to committee activities.):

The board is still waiting for Revenue & Expense Reports

- **Policy/Bylaw Impacts** (Identify any policy changes or bylaw implications from the committee's work.): **Policies are being reviewed and updated at every meeting until all have been completed.**

6. Upcoming Meetings

- **Next Meeting Date:** Dec.2nd 2025
- **Planned Agenda Items** (Highlight key topics for upcoming discussions.):

To discuss the May madness event

7. **Additional Information** (Include any other relevant information, such as community engagement efforts, partnerships, or public feedback.)

Click or tap here to enter text.

8. **Recommendations to Council (if applicable):**
(Clearly state any recommendations the committee has for Council.)

**ONTARIO TRANSFER PAYMENT AGREEMENT
POTHOLE PREVENTION AND REPAIR PROGRAM**

THE AGREEMENT is effective as of the 30th day of January 2026.

BETWEEN:

**His Majesty the King in right of Ontario
as represented by Hon. Minister of Transportation

(the “Province”)**

- and -

**Corporation of the United Townships of Head, Clara and Maria

(the “Recipient”)**

WHEREAS the Recipient has requested funding from the Province for the Project (as defined in section A.1.2) and the Province has agreed to provide such funding to the Recipient subject to certain terms and conditions;

AND WHEREAS the Agreement sets out the terms and conditions upon which the Province has agreed to provide funds, up to the Maximum Funds (as defined in section A1.2) to the Recipient for the purpose of carrying out the Project, and upon which the Recipient has agreed to carry out the Project.

NOW THEREFORE in consideration of the mutual covenants and agreements contained in the Agreement, and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 ENTIRE AGREEMENT

1.1 Schedules to the Agreement. The following schedules form part of the Agreement:

Schedule “A” -	General Terms and Conditions
Schedule “B” -	Project Specific Information
Schedule “C” -	Project Description and Timelines

Schedule "D" - Eligible Expenditures and Ineligible Expenditures
Schedule "E" - Payment Plan
Schedule "F" - Reporting and Compliance Audit
Sub-Schedule F1 - Project Reports

1.2 Entire Agreement. The Agreement constitutes the entire agreement between the Parties with respect to its subject matter and contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 Conflict or Inconsistency. In the event of a conflict or inconsistency between the Additional Provisions, identified in Schedule "B" and the provisions in Schedule "A", the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

3.0 COUNTERPARTS

3.1 One and the Same Agreement. The Agreement may be executed in any number of counterparts, with the same effect as if the Parties had signed the same document, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 AMENDING THE AGREEMENT

4.1 Amending the Agreement. The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 Acknowledgement. The Recipient acknowledges that:

- (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor*

General Act (Ontario);

- (b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
- (c) the Funds are:
 - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
 - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- (d) the Province is not responsible for carrying out the Project;
- (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and
- (f) the Province is bound by the *Financial Administration Act* (Ontario) (“FAA”) and, pursuant to subsection 11.3(2) of the FAA, payment by the Province of Funds under the Agreement will be subject to:
 - (i) an appropriation, as that term is defined in subsection 1(1) of the FAA, to which that payment can be charged being available in the Funding Year in which the payment becomes due; or
 - (ii) the payment having been charged to an appropriation for a previous fiscal year.

- SIGNATURE PAGE FOLLOWS -

IN WITNESS WHEREOF the Parties have executed the Agreement on the dates set out below.

HIS MAJESTY THE KING IN RIGHT OF ONTARIO
as represented by the Minister of Transportation

Date

Name: Prabmeet Sarkaria

Title: Minister

**Corporation of the United Townships of
Head, Clara and Maria**

Date

Name: Leanne Crozier

Title: Deputy Treasurer

I have authority to bind the Recipient

Date

Name:

Title:

I have authority to bind the Recipient

SCHEDULE “A” GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 Interpretation. For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) “include”, “includes” and “including” denote that the subsequent list is not exhaustive.
- (f) all accounting terms not otherwise defined in the Agreement have their ordinary meanings.

A1.2 Definitions. In the Agreement, the following terms will have the following meanings:

“Additional Provisions” means the terms and conditions set out in Schedule “B”.

“Agreement” means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

“Business Day” means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year’s Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

“Effective Date” means the date set out at the top of the Agreement.

“Eligible Expenditures” means the costs of the Project that are eligible for funding by the Province under the Agreement and that are further described in Scheduled D.

“Event of Default” has the meaning ascribed to it in section A12.1.

“Expiry Date” means the expiry date set out in Schedule “B”.

“Final Report” means the report described in Schedule “F”.

“Funding Year” means in the case, the period commencing on the Effective Date and ending on the following March 31.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

“Loss” means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

“Materials” means material, machinery, equipment and fixtures forming part of the Project.

“Maximum Funds” means the maximum set out in Schedule “B”.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A12.4.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Proceeding” means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

“Project” means the undertaking described in Schedule “C”.

“Records Review” means any assessment the Province conducts pursuant to section A7.4.

“Reports” means the reports described in Schedule “F” and Sub-schedule “F1”.

“Requirements of Law” means all applicable requirements, laws, statutes,

codes, acts, ordinances, approvals, orders, decrees, injunctions, by laws, rules, regulations, official plans, permits, licenses, authorizations, directions and agreements with all authorities.

“Substantial Performance” means when the Work or a substantial part thereof has passed inspection and testing and is ready for use or is being used for intended purposes.

A1.3 References This Agreement refers to the following standards, specifications or publications:

Ontario Provincial Standard Specifications, Construction

OPSS PROV 127

OPSS MUNI 301

OPSS MUNI 303

OPSS MUNI 304

OPSS MUNI 310

OPSS MUNI 336

OPSS MUNI 337

OPSS MUNI 341

OPSS MUNI 369

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) that, unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

- (a) the full power and capacity to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement.

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to enable the Recipient's ongoing effective functioning;
- (c) decision-making mechanisms for the Recipient;
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;
- (e) procedures to enable the Recipient to complete the Project successfully;
- (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A3.0 TERM OF THE AGREEMENT

A3.1 Term. The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 Funds Provided. The Province will:

- (a) provide the Recipient with \$38,000 in Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E" ; and

- (c) deposit the Funds into an account the Recipient designates provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Recipient.

A4.2 Limitation on Payment of Funds. Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A10.2 ;
- (b) the Province may adjust the amount of Funds it provides to the Recipient for any Funding Year based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 Use of Funds and Carry Out the Project. The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the maximum funds set out in Schedule B.”;
- (d) not use the Funds to cover any cost that has been or will be funded or reimbursed by any other funding program or source. .

A4.4 Interest-Bearing Account. If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 Interest. If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

A4.6 Rebates, Credits, and Refunds. The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

A5.1 Acquisition. If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

A5.2 Disposal. The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose off any asset purchased or created with the Funds or for which the Funds were provided.

A6.0 CONFLICT OF INTEREST

A6.1 Conflict of Interest Includes. For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 No Conflict of Interest. The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
 - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and
 - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 Province Includes. For the purposes of sections A7.4, A7.5 and A7.6, “Province” includes any auditor or representative the Province may identify.

A7.2 Preparation and Submission. The Recipient will:

- (a) submit to the Province at the address set out in Schedule “B”:
 - (i) all Reports in accordance with the timelines and content requirements set out in Schedule “F”;
 - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- (b) ensure that all Reports and other reports are:
 - (i) completed to the satisfaction of the Province; and
 - (i) signed by an authorized signing officer of the Recipient.

A7.3 Record Maintenance. The Recipient will keep and maintain for a period of seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any comparable accounting standards that apply to the Recipient; and
- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 Records Review. The Province may, at its own expense, upon twenty-four hours’ Notice to the Recipient and during normal business hours enter upon the Recipient’s premises to conduct an audit or investigation of the Recipient regarding the Recipient’s compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient’s representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient’s allocation and expenditure of the Funds.

A7.5 Inspection and Removal. For the purposes of any Records Review, the Province may take one or both of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3;
- (b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 Cooperation. To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

A7.7 No Control of Records. No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

A7.8 Auditor General. The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 Acknowledge Support. Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

A9.0 INDEMNITY

A9.1 Indemnify. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the gross negligence or wilful misconduct of the Indemnified Parties.

A10.0 INSURANCE

A10.1 Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) at least 30 days' written notice of cancellation.

A10.2 Proof of Insurance. The Recipient will:

- (a) provide to the Province, either:
 - (i) certificates of insurance that confirm the insurance coverage required by section A10.1; or
 - (ii) other proof that confirms the insurance coverage required by section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

A10.3 Subcontractor insurance. The Recipient will ensure that any subcontractors retained to perform any part or parts of the Project will obtain and maintain all the necessary and appropriate insurance that a prudent person in the business of the subcontractor would obtain and maintain.

A11.0 TERMINATION ON NOTICE

A11.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the

Recipient.

A11.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
 - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A12.1 Events of Default. Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the Project;
 - (ii) use or spend Funds; or
 - (iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);
- (b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;

- (d) the Recipient ceases to operate.

A12.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.

A12.3 Opportunity to Remedy. If, pursuant to section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

A12.4 Recipient not Remediating. If the Province provides the Recipient with an

opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

A12.5 When Termination Effective. Termination under Article A12.0 will take effect as provided for in the Notice.

A13.0 FUNDS AT THE END OF A FUNDING YEAR

A13.1 Funds at the End of a Funding Year. Without limiting any rights of the Province under Article A12.0, if, by the end of a Funding Year, the Recipient has not spent all of the Funds allocated for that Funding Year as provided for in the maximum funds set out in Schedule B.”, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds;
- (b) adjust the amount of any further instalments of Funds accordingly.

A14.0 FUNDS UPON EXPIRY

A14.1 Funds Upon Expiry. Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

A15.0 DEBT DUE AND PAYMENT

A15.1 Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 Debt Due. If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or
- (b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 Interest Rate. The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 Payment of Money to Province. The Recipient will pay any money owing to the Province by cheque payable to the “Ontario Minister of Finance” and delivered to the Province at the address set out in Schedule “B”.

A15.5 Fails to Pay. Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

A16.0 NOTICE

A16.1 Notice in Writing and Addressed. Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, or courier; and
- (c) addressed to the Province or the Recipient as set out in Schedule “B”, or as either Party later designates to the other by Notice.

A16.2 Notice Given. Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of email, personal delivery or courier on the date on which the Notice is delivered.

A16.3 Postal Disruption. Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, or courier.

A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A17.1 Consent. When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

A18.0 SEVERABILITY OF PROVISIONS

A18.1 Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

A19.0 WAIVER

A19.1 Condonation not a waiver. Failure or delay by the either Party to exercise any of its rights, powers or remedies under the Agreement will not constitute a waiver of those rights, powers or remedies and the obligations of the Parties with respect to such rights, powers or remedies will continue in full force and effect.

A19.2 Waiver. Either Party may waive any of its rights, powers or remedies under the Agreement by providing Notice to the other Party. A waiver will apply only to the specific rights, powers or remedies identified in the Notice and the Party providing the waiver may attach terms and conditions to the waiver.

A20.0 INDEPENDENT PARTIES

A20.1 Parties Independent. The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A21.1 No Assignment. The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 Agreement Binding. All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and
- (b) the successors to His Majesty the King in right of Ontario.

A22.0 GOVERNING LAW

A22.1 Governing Law. The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A23.0 FURTHER ASSURANCES

A23.1 Agreement into Effect. The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A24.0 JOINT AND SEVERAL LIABILITY

A24.1 Joint and Several Liability. Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A25.0 RIGHTS AND REMEDIES CUMULATIVE

A25.1 Rights and Remedies Cumulative. The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A26.1 Other Agreements. If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of His agencies (a "Failure");
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A27.0 SURVIVAL

A27.1 Survival. The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, section A12.1, sections A12.2(d), (e), (f), (g), (h), (i) and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

A28.0 ELECTRONIC SIGNATURE

A28.1 Electronic Signature. The Province and the Recipient agree that the Agreement may be validly executed electronically, and that their respective electronic signature is the legal equivalent of a manual signature. An electronic signature of an authorized signing representative may be evidenced by (i) a manual signature, (ii) a digital signature including the name of the authorized signing representative in the respective signature line of the Agreement, (iii) an image of a manual signature, (iv) an Adobe signature, or (v) any other digital signature with the prior written consent of both Parties, placed in the respective signature line of the Agreement and the Agreement delivered by electronic means to the other Party,

including by email.

END OF GENERAL TERMS AND CONDITIONS

**SCHEDULE “B”
PROJECT SPECIFIC INFORMATION**

Maximum Funds	\$38,000
Program Title	Pothole Prevention and Repair Program
Expiry Date	June 30, 2026
Insurance	\$ 5,000,000
Contact information for the purposes of Notice to the Province	<p>Position: James Flanders, Team Lead, Special Highway Operations Initiatives Highway Operations Management Branch, Operations Division</p> <p>Address: 2nd Floor 301 St. Paul Street St. Catharines, Ontario L2R 7R4</p> <p>Email: PPRP@ontario.ca</p>
Contact information for the purposes of Notice to the Recipient	<p>Position:</p> <p>Address:</p> <p>Fax:</p> <p>Email:</p>
Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement	<p>Position:</p> <p>Address:</p> <p>Fax:</p> <p>Email:</p>

Additional Provisions:

None

SCHEDULE “C” PROJECT DESCRIPTION AND TIMELINES

C1.0 PROJECT DESCRIPTION

C1.1 Project Details. The Project will use the pothole prevention and repair measures set out in section C1.2, C1.3 and C1.4 on road(s) under the jurisdiction of the Recipient. The Project will deploy one or a combination of the methods set out in this Schedule “C”.

C1.2 Pothole Prevention Strategies

- (a) Rout and Seal, means routing, cleaning and sealing cracks using hot poured rubberized asphalt sealant compound as per OPSS MUNI 341.
- (b) Microsurfacing means applying a thin lift of polymer modified asphalt emulsion mix to distressed pavement.as per OPSS MUNI 336.
- (c) Slurry Seal means applying a homogeneous mixture of emulsified asphalt, fine aggregates, water, mineral filler, and, if required, additive in a cold fluid state on a prepared bituminous surface as per OPSS.MUNI 337.
- (d) Single Surface Treatment means a single application of bituminous binder followed by a single application of Class 1, Class 2, Class 3, Class 4, Class 5, or Class 6 aggregate as per OPSS.MUNI 304
- (e) Double Chip Seal means two successive single chip seals with different aggregate gradations as per OPSS.MUNI 303.and
- (f) Granular In-Fill and Grading, Drainage and Stabilization of Unpaved Roadways means surfaces that are typically existing granular but may include sub grade soil surfaces as per OPSS.MUNI 301.

C1.3 Pothole Repair Strategies

- (a) Hot Mix Asphalt (HMA) Patching of Flexible Pavement means resurfacing localized areas of distressed pavement using Hot Mix Asphalt as per OPSS MUNI 310.
- (b) Scarification and Grading of Unpaved Roadways means uniform loosening of the roadway surface to remove damaged areas such as raveling and potholes as per OPSS.MUNI 301.
- (c) Concrete – Pavement and Joint Seal Repairs means sawcutting, cleaning and sealing or resealing cracks in concrete pavement and concrete base as per OPSS MUNI 369.

C1.4 Other

- (a) Project design works related to pothole preservation and repair works that will be completed between April 1, 2025 and March 31, 2026.

C2.0 PROJECT TIMELINES

C2.1 Project Timelines. The Recipient will begin the Project by April 1, 2025, and will achieve Substantial Performance of the Project by March 31, 2026.

SCHEDULE “D”

ELIGIBLE AND INELIGIBLE EXPENDITURES

D1.0 ELIGIBLE EXPENDITURES

D1.1 Eligible Expenditures. Subject to Article D2.0, Eligible Expenditures include the direct costs incurred and paid by the Recipient between April 1, 2025, and March 31, 2026 and that, in the opinion and at the sole discretion of the Province, are considered to have been properly and reasonably incurred and are necessary for the successful implementation of the Project, and include:

- (a) Purchase and delivery of materials required for the Project;
- (b) Project design related to preservation and repair works that will be completed between the period of April 1, 2025, and March 31, 2026;
- (c) Labour for contracted construction and repairs if used for Eligible Expenditures;
- (d) Recipient-owned equipment to be reimbursed at OPSS 127 Rates if used for Eligible Expenditures;
- (e) Updating Road Condition Reports if prepared by an external consultant;
- (f) Any other costs, as determined by the Province from time to time and at its sole discretion.

D1.2 Required Documentation. Eligible Expenditures must be documented through paid invoices or original receipts, or both, satisfactory to the Province.

D2.0 INELIGIBLE EXPENDITURES

D2.1 Ineligible Expenditures. Without limitation, the following costs, unless they have received the prior written approval of the Province, will be considered Ineligible Expenditures:

- (a) Costs not associated with the Project;
- (b) Costs incurred before April 1, 2025, or after March 31, 2026;
- (c) Costs associated with feasibility studies and design work that will not be completed between April 1, 2025 and March 31, 2026;
- (d) Any costs related to a project that has already received funding for eligible expenses from another funding source;
- (e) Administrative costs;
- (f) Audit and financial reporting costs;
- (g) Any other costs, as determined by the Province from time to time and at its sole discretion.

**SCHEDULE “E”
PAYMENT PLAN**

Project Milestones	Required Reports/ Documents	Date	Payment
# 1 TPA Dually Executed		January 30, 2026 to February 27, 2026	100% of Maximum Funds
# 2 Compliance Reporting	<ul style="list-style-type: none"> As per F1.1 	January 30, 2026	
# 3 Final Reporting	<ul style="list-style-type: none"> As per F2.1 	April 17, 2026	

SCHEDULE “F” REPORTING AND COMPLIANCE AUDIT

F1.0 DEFINITION

F1.1 Definition. In this Schedule “F”:

“Generally Accepted Auditing Standards” means Canadian Generally Accepted Auditing Standards as adopted by the Chartered Professional Accountants of Canada or the Public Sector Accounting Board applicable as of the date on which such a record is kept or required to be kept in accordance with such standards.

F2.0 REPORTS, DOCUMENTS AND SUBMISSION DATES

F2.1 Description and Submission Dates The Recipient will submit to the Province, at the email address pprp@ontario.ca, the Reports and other documents described as requested that are further described in Sub-schedule “F1” and section A.10.2 by their respective submission dates.

F3.0 COMPLIANCE AUDIT

F3.1 Compliance Audit. The Province may, at its sole discretion and within timelines set out by the Province, request that the Recipient carry out a Project compliance audit in accordance with Generally Accepted Auditing Standards and delivers the corresponding compliance audit report(s) within the timelines set out by the Province.

F3.2 Compliance Audit Requirements. If the Province requests a Project compliance audit pursuant to section F3.1, the Recipient will retain at the Recipient’s expense and within the timelines set out by the Province, an accredited external independent auditor(s) to carry out the audit and will deliver any compliance audit reports(s) from such audit to the province within seven Business Days of the Recipient’s receipt of the report.

F3.3 Compliance Audit Objectives. The key objectives of the compliance audit(s) are to:

- (a) determine whether Funds were expended for the purposes intended and with due regard to the economy, efficiency and effectiveness;
- (b) determine compliance with the Agreement;

- (c) ensure that the Project, Reports and other reports, and financial information are complete, timely, accurate, in accordance with the terms and conditions of the Agreement;
- (d) ensure that information and monitoring processes and systems are sufficient for the identification, capture, validation and monitoring of the service performance measures;
- (e) assess the overall management and administration of the Project;
- (f) provide recommendations for improvement or redress; and
- (g) ensure that prompt and timely corrective action is taken on audit findings.

SUB SCHEDULE “F1” PROJECT REPORTS

F1.0. COMPLIANCE REPORT

F1.1. The Recipient shall submit the following to the Province by January 30th, 2026:

- (a) a copy of the Recipient’s 2022 Asset Management Plan or current;
- (b) a copy of the Recipient’s most recent Pavement/Road Condition Reports;
- (c) a confirmation of submission of the Recipient’s 2024 Financial Information Return to Ministry of Municipal Affairs and Housing;
- (d) the number of pothole complaints received by the Recipient in the 2024 and 2025 calendar years, as available;
- (e) additional information requested by the Province.

F1.2.0 FINAL REPORT

F1.2.1 Description and Submission Date. The Recipient shall submit to the Province a description of the activities completed and certify the completion of the Project as per the Agreement. The reporting period for the Projects and information that pertains to them is April 1, 2025 to March 31, 2026. The deadline to submit required reporting is April 17, 2026.

The final report will include the following:

- (a) Quantitative data on road maintenance supported by the Program, that the Recipient carried out, including the number of kilometres maintained;
- (b) Project details of activities and/or materials related to the use of the Funds.
Examples of accepted documentation include: invoices and payment certificates, post construction report, purchase and delivery of assets or supplies;
- (c) Other activities that achieved the Project’s objectives.

F1.2.2 Reporting Failure. The Province requires submission of the program reports to inform future development of the Program, ensure effective administration and monitor performance of the Program. Any failure by the Recipient to provide Reports to the Province as set out in this Agreement may result in an Event of Default by the Recipient under Section A12.1.

From: [Karen Sloan](#)
To: [Peggy Young-Lovelace](#)
Subject: Request for hall
Date: January 12, 2026 11:00:40 AM

This is a draft for the use of hall. Let me know if I need to add anything?

I'm working on letter for MOU.

Karen

Dear Members of Council,

On behalf of the Missing Link Snowmobile Club, I am writing to request Council's permission to use the Municipal Hall and washrooms for our annual Bowtie Classic, to be held on February 21, 2026.

The Bowtie Classic has been held in our community for over 20 years and typically brings in over 140 sleds. In addition to being a snowmobile rally, the event is also open to the community, welcoming residents to come in simply to enjoy breakfast or a homemade bowl of soup.

We understand the hall is currently under renovations and that the kitchen is off-limits, and we will fully respect this restriction. Food service will be limited to pancakes and pre-cooked sausages prepared in the hall, along with heated soup pots that plug in for use afterward. No kitchen facilities will be required.

The club will take full responsibility for safety during the event.

We appreciate Council's consideration and continued support of community events. Please let us know if any additional information is required.

Sincerely,

Karen Sloan

Missing Link Snowmobile Club

Sent from my iPhone

From: [Karen Sloan](#)
To: [Peggy Young-Lovelace](#)
Subject: Letter for MOU
Date: January 12, 2026 11:25:33 AM

Dear Council of the Municipality of Head, Clara and Maria,

On behalf of the Missing Link Snowmobile Club, I am writing in support of the development of a Memorandum of Understanding between the Municipality and our club.

The Missing Link Snowmobile Club has been affiliated with the Ontario Federation of Snowmobile Clubs (OFSC) for 35 years and has a long history of responsible trail management, volunteerism, and community support. Throughout those years, our club has hosted numerous rallies and events that directly benefit the local community and its organizations.

As of today, our club has sold 302 trail permits for the 2025/2026 season—exceeding the estimated winter population of our community, which is approximately 278 residents. This clearly demonstrates the strong draw our trail system has for visitors and highlights the importance of snowmobiling to our local economy. Across Ontario, snowmobiling contributes over \$6 billion annually, and a meaningful portion of that economic activity is realized right here in our municipality.

The revenue generated through our trail system directly supports local businesses, including our gas station, bed and breakfast, and camping resort, along with other small businesses that rely on winter tourism. These visitors are essential to sustaining our local economy during the winter months.

In addition to economic benefits, the Missing Link Snowmobile Club is deeply committed to giving back. We have a strong history of supporting local causes, including the local library, where we previously shared costs from community cafés. Looking forward, we would like to continue hosting cafés and propose profit-sharing opportunities with local non profit

organizations. Our rallies have consistently supported the local food bank, and in the past, we have also contributed to organizations such as the Cancer Foundation.

We strongly believe that the Missing Link Snowmobile Club is a viable, responsible, and valuable non-profit organization that plays an important role in the social and economic well-being of our small community. We are proud of our track record and are committed to continuing to work collaboratively with the Municipality for the benefit of residents, businesses, and visitors alike.

Thank you for your time and consideration. We look forward to continuing our positive partnership with the Municipality of Head, Clara and Maria.

Respectfully,

Karen Sloan

President

Missing Link Snowmobile Club

Sent from my iPhone

WHEREAS Section 225 and Section 226.1 of the *Municipal Act, 2001* set out the roles and responsibilities of the head of council and members of council; and

WHEREAS the Act does not require municipalities to appoint or designate a Deputy Mayor, and such positions are optional at the discretion of council; and

WHEREAS the Council of the HCM has reviewed its governance structure as part of an ongoing effort to improve clarity, efficiency, and accountability within municipal operations; and

WHEREAS the Deputy Mayor position has been identified as a role whose functions can be effectively fulfilled through internal procedures, council rotation, or by the Head of Council at their discretion; and

WHEREAS Council deems it appropriate to streamline the governance structure and eliminate duplication of responsibilities while ensuring continuity of leadership;

THEREFORE BE IT RESOLVED THAT the Council of the United Townships of Head, Clara & Maria hereby abolishes the position of Deputy Mayor, effective October 15th 2025; and

THAT all references to the Deputy Mayor position be removed from relevant municipal by-laws, policies, organizational charts, and governance documents; and

THAT the Clerk be directed to prepare any required amendments to the Procedural By-law and other governing documents to reflect this change; and

THAT in the absence of the Head of Council, the procedure for presiding over meetings shall be determined in accordance with Section 242 of the *Municipal Act, 2001* or through an established rotation system as adopted by Council; and

THAT staff be directed to communicate this structural change to the public and update all municipal publications accordingly.



THE CORPORATION OF THE UNITED TOWNSHIPS OF HEAD CLARA AND MARIA

BYLAW NUMBER 2026-02

BEING A BYLAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

Legal Authority

Scope of Powers

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

Powers of a Natural Person

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Powers Exercised by Council

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

Powers Exercised by By-law

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

Preamble

Council for the Corporation of the United Townships of Head, Clara and Maria ("Council") acknowledges that many of the decisions it makes during a meeting of Council, regular, special, or otherwise, are done by resolution. Section 5 (3) of the *Municipal Act* requires that Council exercise their powers by Bylaw.

Council further acknowledges that the passing of resolutions are more expedient than adopting Bylaws for each decision.

Decision

Council of the Corporation of the United Townships of Head, Clara and Maria decides it in the best interest of the Corporation to confirm its decisions by way of Confirmatory Bylaw.

Direction

NOW THEREFORE the Council of the Corporation of the United Townships of Head, Clara and Maria directs as follows:

1. The Confirmatory Period of this By-Law shall be for the Regular Council meeting of February 5, 2026.
2. All By-Laws passed by the Council of the Corporation of the United Townships of Head, Clara and Maria during the period mentioned in Section 1 are hereby ratified and confirmed.
3. All resolutions passed by the Council of the Corporation of the United Townships of Head, Clara and Maria during the period mentioned in Section 1 are hereby ratified and confirmed.
4. All other proceedings, decisions, and directives of the Council of the Corporation of the United Townships of Head, Clara and Maria during the period mentioned in Section 1 are hereby ratified and confirmed.
5. This Bylaw takes effect on the day of its final passing.

Read and adopted by Resolution 2026-014 this 5th Day of February 2026.

Mayor

Clerk