



**COMMITTEE OF THE WHOLE
AGENDA
MONDAY OCTOBER 20, 2025 AT 6:00 P.M.**

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

**Zoom Meeting Access: 1-647-374-4685
Meeting ID Code: 871 0409 6506
Passcode: 879124**

- 1. Meeting Called to Order**
- 2. Announce Electronic Participants**
- 3. Adoption of Agenda**
 - 3.1 To Adopt the agenda as presented or amended
 - That the agenda dated October 20, 2025, be adopted
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
- 6. Notice of Motions**
- 7. Standing Committee Recommendations/Reports – Motions**
- 8. Information Reports – Motions**
 - 8.1 Strategic Plan – Report # 25-59R
Report from Paul Laperriere, CAO/Treasurer
 - 8.2 3rd Quarter Results – Report # 25-60R
Report from Paul Laperriere, CAO/Treasurer
 - 8.3 Municipal Conferences – Report # 25-61R
Report from Paul Laperriere, CAO/Treasurer
- 9. In Camera (Closed) Session**
- 10. Return to Regular Session**
- 11. Motions Resulting from Closed Session**
- 12. Adjournment**
 - 12.1 Adjournment of the meeting
 - That the October 20, 2025 meeting adjourn at _____ p.m.

DATE: MONDAY, OCTOBER 20, 2025

3.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the meeting agenda dated Monday, October 20, 2025 be adopted.



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE CAO/TREASURER

TITLE: STRATEGIC PLAN

DATE: MONDAY, OCTOBER 20, 2025

REPORT NO: 25-59R

BACKGROUND

Update on the work of the strategic plan working group.

ANALYSIS AND DISCUSSION

The Strategic Plan meeting notes from October 8, 2025, are included as an attachment to this report. At this meeting, we finalized the goals and objectives. These are presented for Council's approval and are replicated as an attachment to this report.

At this point, the work group has essentially completed the strategic plan. Achievements include:

- i) Establishment of the Mission, Vision and Value Statement (council approved July 14, 2025).
- ii) Issuance of the strategic plan survey, collection and analysis of responses.
- iii) Establishment of 4 main themes embedded in the strategic plan (council approved September 22, 2025).
- iv) Completion of a SWOT analysis (presented to Council Sep 22, 2025).
- v) A summary of accomplishments during the Council's current tenure (to be included in the strategic plan).
- vi) Completion of the goals and objectives (to be approved with this report).

With the approval of the goals and objectives, the last component of the strategic plan, we will work on a final product to be presented to the general public at a time of Council's choosing.

FINANCIAL CONSIDERATION

RELEVANT POLICY/LEGISLATION:

ATTACHMENTS:

1. Mission, Vision, Value Statement
2. Accomplishments
3. Main themes
4. Goals and objectives
5. October 8, 2025 Strategic Plan meeting notes

RECOMMENDATION:

It is recommended that Council receives and approves this report and further, that Council approves the goals and objectives as presented in attachment #4 and further that Council directs the work group to return with a final copy of the plan at which time Council will determine a date for a public meeting to review the strategic plan.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-59R titled Strategic Plan.

AND FURTHER THAT Council approves the goals and objectives of the Strategic Plan as presented in this report.

AND FURTHER THAT Council directs the Strategic Plan working group to return to Council with a final copy of the plan for Council's approval before setting a date for a public meeting to review the strategic plan with members of the public.

Statements

OUR MISSION

We strive to provide quality and sustainable services in an efficient and cooperative manner that promotes a healthy and progressive community that supports development opportunities, lifestyle quality and open, flexible governance.

OUR VISION

A growing and resilient community that is healthy, vibrant and strong

OUR VALUES

A welcoming home that embraces our cultural heritage, creates conditions for our families to prosper, our elders to enjoy their senior years and our local businesses to thrive. We value accountability in our endeavours, transparency in our behaviours and respect for and amongst all residents.

STRATEGIC PLAN 2026 – 2029

Accomplishments to Date:

1.	Completion of an Organizational Review with implementation of 90% of its recommendations	8.	Improved budget process and completion in the first quarter.
2 .	New Governance Policies and Procedures.	9.	Installation of fibre optic at Townhall.
3.	New Administrative Policies and Procedures.	10.	Completion of the Mattawan Street Reconstruction.
4.	New Operational Policies and Procedures (<i>Pending approvals for inclusion in this section of the Strategic Plan</i>)	11.	Completion of the Main Street Detailed Engineering and Environment assessment.
5.	New Town wide Organizational Chart.	12.	Initiation of the Mauril Bélanger Bridge Detailed Structural Review and Environmental Assessment.
6.	Filling key vacancies/new positions including CAO/Treasurer, Fire Chief, Director of Community Services, Supervisor of Parks & Rec, Deputy-Treasurer and Executive Assistant.	13.	Began the Dorion Road Reconstruction project.
7.	Completion of financial audits for 2022, 2023 and 2024.	14.	Landfill Site Improvements

Main Themes

The strategic plan workgroup analyzed all responses, and from those, 4 main themes were determined as follows:

1. Governance and Community Relations
2. Economic Development and Growth
3. Municipal Services
4. Fiscal Responsibility

GOALS / OBJECTIVES:

A. Governance and Community Relations:

Ensure transparency in activities and decision-making processes.

- 1) Ensure Town of Mattawa shared services with neighbouring municipalities are covered under shared services agreements and are fair to Mattawa and all.
- 2) Even though Mattawa has been granted Strong Mayor Powers, Council will endeavour to defend the democratic process and ensure that all of Council has a voice in all decisions.
- 3) Communicate with all residents on all matters of significance through a *State of the Town* address, at least twice per year.
- 4) Upgrade meeting platform to improve virtual participation at Council meetings.

Enhance community relations with all stakeholders.

- 5) Ensure Duty to Consult procedures with all indigenous communities of the area are conducted for all major-projects.
- 6) Initiate semi-annual community relations meeting with the surrounding municipalities (Group of 4) to provide and/or share updates on key activities/initiatives within the Town of Mattawa and area.

B. Economic Development and Growth

Promote and enable growth through the development of municipal property, major capital projects and expansion opportunities.

- 1) Develop the Municipal Landbank #1 (Dorion Mountain View Subdivision) including a new water reservoir to service all of Mattawa.
- 2) Complete the Main Street Rehabilitation project.
- 3) Complete the Pont Mauril Bélanger Bridge rehabilitation project.
- 4) Complete the new Official Plan.

- 5) Explore amalgamation opportunities with neighbouring communities and MMAH to determine interest in and the process for, “joining forces”.

Promote and support economic development.

- 6) Submit a joint funding application to FEDNOR under the Community Investment Initiative for Northern Ontario (CIINO) program for an Economic Development Officer.
- 7) Work effectively with prospective investors to foster residential and commercial developments

C. Municipal Services

Improve the provision and delivery of services.

- 1) Complete engineering studies for the replacement/upgrades of old watermains including those of Ottawa Street, Donald Street Rankin Street and Earl Street to name a few.
- 2) Complete and maintain the Asset Management Plan.
- 3) Working with the Library Board and our neighbouring municipalities, initiate and complete the re-opening of the library.
- 4) Ensure Minimum Maintenance Standards are met or exceeded.
- 5) Secure funding for the infrastructure improvement to the Mike Rodden Arena and maximize all multi-use opportunities.
- 6) Secure a new landfill Environmental Compliance Approval (ECA).

Promote the Town’s historical and cultural aspects.

- 7) Erect a commemorative plaque for the Train Station and ensure proper maintenance of the “Big Joe” statue of Big Joe.

D. Fiscal Responsibility:

Minimize taxation increases

- 1) Mattawa's tax rates are some of the highest in the area. Ensure that the municipality's budget keeps tax increases to an absolute minimum.

Maximize funding.

- 2) Seek all available funding at all times.
- 3) Secure long term funding from Infrastructure Ontario for major capital projects.
- 4) Divest of long term financial commitments such as the affordable seniors housing \$5.6 million loan.

Maximize efficiencies.

- 5) Where practical, become self-sufficient in the delivery of services. Examples include snow removal, grass cutting, sweeping, landfill etc...
- 6) Ensure the completion of the annual financial audit and annual budget on a timely basis. Target is March 31 of each year.
- 7) Ensure all of Mattawa's services are operated cost-effectively.

NOTES
Strategic Plan Work Group
Oct.8, 2025 (In vivo & Virtual)

2:00pm

Attendance:

Mayor Bélanger, Deputy Mayor Gardiner, CAO Laperriere, CSD Sarrazin,
VIRTUAL:, A. Clement, IMCG.

Approvals

Notes Sept 12 meeting approved as edited (per attached p. 2) for transmission to Council meeting of Oct. 14

Recap, Sept. 22 Council meeting

Strategic Plan Themes approved

Reports on Survey and SWOT results accepted

Approval for a town Hall meeting accepted in principle - to be tabled at the Oct. 20 or 27 Council meetings

Discussion on Goals and Objectives

Some discussion on the definition of “Goals” and “Objectives”

Strategic Plan 2026 – 2029 (per attached, (pages 3 to 6) accepted for editing, to be approved at the Oct. 22 Work Group meeting for subsequent submission to Council

A. Clement Interim Report on Draft Goals and Objectives (pages 6 to 31) accepted

Operational Policies and Procedures

90% complete

CSD to submit list of draft policies for Council's approval

IMCG and CSD to complete the draft procedures for CAO's approval.

Recruitment of Public Works Supervisor pending

Next Steps

1. Editing the Goals and Objectives of the Strategic Plan:
 - a. Check against the Mission / Vision / Values Statements
2. Submission to Council on Draft Goals and Objectives
3. Town Hall Meeting
4. Edits to Goals and Objectives
5. Final Report to Council
6. Operational Plan, Year 1 (2026)

Next Meeting, Oct. 22, 2:00PM

NOTES

Strategic Plan Work Group Sept. 12, 2025 (In vivo & Virtual)

2:00pm

Attendance

Mayor Bélanger, , Councillor Levesque, CAO Laperriere, EA Byers, VIRTUAL:
Deputy Mayor Gardiner, CSD Sarrazin, A. Clement, IMCG.

Approvals

Notes Aug. 27 meeting (page 2)

Recap, Sept. 8 Council meeting

Notes, July 30 & Aug. 13 – accepted as tabled

Approvals Pending Council Meeting, Sept. 22

Strategic Plan Themes (notes, Aug. 27, p. 2)

Report on Survey results (emailed file: “Mattawa survey results April 28/25”)

SWOT Strengths, Weaknesses, Opportunities, Threats as edited Sept.12 meeting per
(page 5)

Report on Stats City Migrations to Smaller Towns (page 7)

Accepted with Discussion, Sept. 12

Next Steps

7. Reports to Council

a. Sept. 22

- i. Notes, Aug. 27 & Sept. 12
- ii. Strategic Plan themes
- iii. Survey results
- iv. SWOT results
- v. Approval for a town Hall meeting on the pending draft Strategic Plan’s goals and objectives.

8. Drafting the Goals and Objectives of the Strategic Plan by:

- a. Working in the context of Mattawa’s Asset Management Plan (2024) and Official Plan (Pending)
- b. Working from the Strategic Plan Themes
- c. Crafting Strategic Goals and Objectives by:
 - i. Respecting the Mission / Vision / Values Statements
 - ii. Consolidating
 1. The Mattawa Survey Results and the
 2. SWOT Items

9. Report to Council on Draft Goals and Objectives

10. Council Approval for a Town Hall Meeting

11. Edits to Goals and Objectives

12. Final Report to Council

13. Operational Plan, Year 1

Next Meeting, *Oct. 1, Changed to Oct. 8, 2:00pm*

Interim:

Draft Goals and Objectives by A. Clement

SPWG members to forward goals and objectives to A. Clement

Adjourn: 2:45 pm

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Draft Goals and Objectives

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Introduction

This interim report to the Strategic Planning Work Group is to present draft goals and their objectives for the Group’s consideration while describing how these goals and objectives were formulated. In reverse order, the report presents:

- 1) The Draft Goals and Objectives for Discussion (pages 3 to 10)
- 2) The complete list of issues, goals, objectives and action items (pages 11 to 18) to were generated by:
 - A. The review of the strategic plans developed by other similarly-sized municipalities
 - B. Noted discussions by the Work Group
 - C. The report on the Community Survey’s findings, and
 - D. The issues identified by the Group’s SWOT analysis.
- 3) The Progression of the Work Group’s meetings since April 25, 2025 (pages 19 to 26)

In considering the items presented in sections 1) and 2), the reader will note items are presented in bolded or red font. The bolded items reflect what were produced by the **Community Survey** and the red font identifies the items that were generated by the **SWOT Analysis**.

In turn, the Community Survey items were further coded according to the priority they were given, IE:

- HP – High Priority
- MP – Medium Priority
- OP – Low or No priority

While the SWOT analysis items were coded according to their status as:

- S – Strength
- W – Weakness
- O – Opportunity, or
- T – Threat.

Hence ...

- Bold (Survey)**
- HP = High Priority**
- MP = Medium Priority**
- OP = Low / Zero Priority**

- Red (SWOT)**
- S = Strength**
- W = Weakness**
- O = opportunity**
- T = Threat**

The draft goals and objective were extracted from 2) the complete list of issues and they are presented for each of the strategic planning themes established by the Work Group. Goals are presented in font 14 and the objectives suggested for each goal are in normal font and indented under the goal.

Some of these objectives also present what could eventually become action items for those objectives.

The reader should bear in mind that the draft goals and objectives are not intended in their entirety to be included in the strategic plan. They are presented as possibilities only to make up Mattawa's final Strategic Plan. Discussion on these goals and objectives will serve to identify what is and is not to be included in the Strategic Plan.

1) Draft Goals and Objectives

Theme A - Governance and Community Relations

To consolidate the Work Group's findings that will shape the plan's goals and objectives pertaining to the Council's governance and community relations

Preserve Mattawa's Good Qualities

MP - Mattawa's culture

S - Citizens come together in times of need

S - A resilient community

MP - Pursue the options for Mattawa's amalgamation with its neighbouring

communities

Complete its study on Amalgamation

Provide Fire Support for The Municipality Of Mattawan

S - Explore collaboration / partnerships with neighbouring Municipalities and First Nations for shared assets and infrastructure.

OP - Explore partnerships with neighbouring municipalities and indigenous communities

MP - Generate collaboration on economic development opportunities

Develop a regional service or encourage a private-run service for shared transportation

Improve connectivity between the three communities with path repairs/ installation, signage, and wayfinding.

Improve formal methods of 2-way communications with Matachewan's residents.

HP & MP - Maintain effective relationships with the Provincial, Federal and other municipal governments

W Council-staff relations

HP & MP- Maintain effective collaboration with stakeholders, community groups, businesses and volunteers

Ensure Follow-Up on Council's Decisions

S - Continue with Council's progressive changes since 2023

Establish a New Official Plan

Ensure Council and its Members remain accountable to Mattawa's residence

W - Address residual inertia stemming from Council's previous history

HP - Maintain Transparency on Council's Decisions and Decision-Making

Effectively engage affected parties through clear policies

Maintain effective communication between Council and affected parties

Improve digital connectivity and technical services

Enhance the township web site, social media accounts and apps.

T - Action: Cyber security

Ensure Council and its Members remain accountable to Mattawa's residence

Ensure Council and its Members remain accountable to all laws and regulations

0P - Ensure the Council's existing size and Mayoral Powers remain constant

Theme B Economic Development and Growth

To consolidate the Work Group's findings that will shape the plan's goals and objectives addressing the town's **economic development and growth**.(HP)

Use of Land and Properties

ARE ALL OF THESE OBJECTIVES COVERED BY THE OFFICIAL PLAN?

S - Town's undeveloped land available for housing and light industry

240 acres (Dorion St)

15 acres (Donald St.)

O - Develop available properties to support growth and development

W - Inventory of domestic and commercial housing (EG: empty lots and parking spaces)

Maintain a publicly available and online list of local properties available for redevelopment or rehabilitation

Identify the highest and best use for underutilized vacant spaces.

T - Confined land mass

Development of additional residential units in the community to accommodate a variety of housing demands

Promote the development by a private developer of the tiny-house project for residents.

Streamline the permitting process through standardized forms and the use of online technology

Work with realtors, landlords and private land / property owners to develop database and encourage regional promotion

Develop Strong Networking and Marketing to Promote Mattawa and Build Relationships to Attract Economic Investment

HP - The Town to Pursue economic development for Mattawa and surrounding area

Establish a community group (political leaders, municipal staff, local business leaders and/or concerned residents)

- Establish a leadership team
- Meet semi-regularly with local/regional municipalities to discuss economic development approaches
- Identify potential business pursuits

Develop an Economic Development Strategy

- Assign a person by hiring, engaging an intern or by contract to lead research and pursue economic development grants
- Explore the possibility of developing a green/renewable energy project.
- Undertake a leakage analysis with source funding by contract with a firm

Collaborate to Provide Educational Resources that will foster economic development

Explore the Feasibility of Economic Action Items

Support businesses with recruitment and retention challenges due to limited HR capacity,

Educate current and potential entrepreneurs on local opportunities

Host a community based economic fair for entrepreneur-minded individuals & high school students to encourage youth entrepreneurship.

Implement shop local incentives and programs like

- A “shopping bag” program
 - Distribute bags by marina and tourism information centre staff to individual visiting the community to encourage local shopping
 - Developing and including coupon books for local stores
 - Create an awareness campaign about bag program
- A Chamber of Commerce “shop local” bumper sticker
 - One vehicle / individual spotted “shopping local” per week receives a branded coffee mug and a gift card for a chamber member business
 - A photo is snapped of the happy, surprised winner and he/she is invited to plug what they love best about the community, their favorite restaurant, store, etc. all of which is posted on social media.
- A Receipt collection campaign
 - Collect receipts all month from people who shopped locally to be put in draw for “community cash” which can be used at chamber member businesses
- A Shop local rewards program
 - Establish a rewards program (there are apps for this) to encourage local shopping

Support an Entrepreneurial Culture in the Community

Make Mattawa More Attractive for Residential and Commercial Development (W - Main Street does not present well)

Establish a Physician Recruitment program

Apply information technology to:

O - Promote Mattawa

O - Facilitate its community services

W – Improve Mattawa’s technology infrastructure with greater access to high-speed internet

T - Ensure cyber security

Commission a 3D model of the community to visually communicate Mattawa’s.

Provide a WIFI-hub for boaters and travelers

Create incentives to existing commercial property owners to improve the visual appearance of their property (buildings).

- By networking with corporate sponsors to establish local incentives to encourage landscaping, yard clean up, and maintenance on private or institutional properties.

Implement and support beautification initiatives like

- Seasonal and festive flags, unique lighting.
- Greening plan for the main street and the entrance to the villages (planting trees, flowers, etc.) to visually mark the arrival at the town.
- Painted “landmarks”
- Benches
- Overall lighting
- Garbage cans
- Picnic areas/tables
- Painted murals

Assist local businesses to become accessible

- Incorporate colourful/branded ramps to remove the steps into buildings to make strollers, wheelchairs and walkers simpler to navigate.
- Incorporate snow removal standards to ensure pathways are clear of snow and ice to make parking and walking easier.

Convert Available spaces into attractive venues with:

Permanent popup and info centres in vacant spaces for arts, local craters, artists

Interior renovations, signage, facades, lighting and dock enhancements

Licensed sidewalk cafes

Pedestrian Activity with

- Road designs and standards
- Trail systems in and out of Mattawa
- Raised awareness of connecting paths and trail systems
- Pedestrian linkages to the downtown and waterfront

Crosswalks where applicable

Cycling routes with

- Paved shoulder connections, painting where necessary
- Signage
- Identification of destinations for cyclists
- A bike share program

Better parking opportunities

Skating oval on the river

An RV Park / campground

Promote Mattawa’s Proximity to Two Rivers

Encourage school boards to implement an innovative “natural” education project that strengthens young people’s relationship with the river

Take advantage of Mattawa’s position as a halfway point on the canoeists' route

Invite the creation of educational activities for all generations around the river

Develop concepts that would promote the river (e.g. brewery, restaurant-inn, souvenir shop).

Enhance water front facilities like

- Adding seating areas to encourage people to stay longer
- Cleaning and maintaining the water font facilities
- Renting children’s toys
- Purchasing old style ice cream truck to station at beaches

Enhance services at themarina through private / public sector partnerships

- Sea-Doo rentals
- Tubing

- Harbour taxi
- Fishing rod rentals
- Kayak / canoe / SUP rentals
- Licensed patio and restaurant
- Multi-person bike rentals

Provide river-based recreation activities like:

- boat tour programs that include stops and themes such as stargazing, sunset tours, blues cruise
- Guided fishing tours
- Yoga on the beach
- Paint parties at the marina
- Moonlight kayak tours
- Stargazing workshop
- Outdoor movies at the marina
- Canoe and kayak race
- A regatta
- Remote control boat races on the river

Promote and Protect Mattawa's Natural Environment by:

O - Promoting Mattawa's Natural Beauty

O – Providing ready access to recreation trails, hunting, fishing and exploring nature

Using the trail assets to provide specialty programs and events

- Haunted trail walks
- Scavenger hunt
- Capture the flag
- Guided full moonlight walks with bonfire
- Themed races (lumber run; haunted Halloween run; northern craft beer run; etc...)
- Kayak, Bike, Run triathlon

Developing "accessible tourism" as a niche opportunity

- Accessible tourism training and certifications
- Encourage private sector operators to adapt equipment to provide experiences to visitors with disabilities
- Partner with organizations that promote accessible tourism destinations

Increasing Natural Trail System Options

- Introduce loop trail system behind Community Centre to Toronto Street
- Establish natural connective paths in residential subdivisions, where viable

Promote Mattawa's History

S - Promote Mattawa's History extending beyond 1892

S - Continue Annual Voyageur Days and Canada Day Festivals

Find ways to incorporate our history into our built environment, i.e. walking tour

Establish signs/placards throughout parks providing details on our history and environment

Develop tourist guides and packages for visitors

Partner with neighbours

Establish historic downtown core of well-maintained older buildings mixed with a progression of building styles (façade conditions)

Bilingual historic walking tour

O - Tourism Develop new and enhance existing tourism experiences, activities and events like:

- **T - Mitigating the seasonal and weather vulnerabilities that affect tourist revenues**
- Hosting music and food “kitchen parties
- Craft making with local artists
- Light shows and display
- Post-concert musical petting zoo
- Drone races and demo
- ice sculptures workshops

HP - MP - Attract & Retain Residents to Increase Mattawa’s Growth

Update marketing strategies to attract new residents based on affordability, access to nature, and a sense of community by:

W - Focusing on Youth retention

W – Increasing employment opportunities

O – Taking advantage of:

The emerging trend of migration from large urban centers to smaller communities

Mattawa becoming a satellite / residential community for North Bay

Mattawa’s relative proximity to larger urban centers like Sudbury,

Toronto, Ottawa

O - Engaging Investors who are interested in Mattawa opportunities

T – Addressing the shortage of skilled workers among Mattawa residents
Establishing a welcome wagon

Theme C Municipal Services

To consolidate the Work Group’s findings that will shape the plan’s goals and objectives that are designed to improve or sustain the town’s services.

Build Upon Mattawa’s Strengths

S - The town’s range of amenities and infrastructure resemble that of a city, EG:

Roads, water, drainage

Public Works, Fire Department, Recreation and Information Center

Hospital and Nursing Home

Primary and secondary schools

OPP policing, Ambulance service

Churches and service clubs

S - Quality of the town’s drinking water

S - Marina presents potential for expansion

S - Marina providES access to the Ottawa and Mattawa rivers

CAPITAL PROJECTS QUESTION:

ARE THE FOLLOWING CAPTURED BY MATTAWA’S AMP OR OFFICIAL PLANS?

Have shovel ready projects ready for funding opportunities.

W Aging infrastructure

W Landfill site capacity

Modernize Landfill Operations & Lifespan

Maximize Waste Diversion

T Aging population

MP Improve arena, library, fire hall and town's appearances,
parks, water front, public works facility,

MP Improve infrastructure

Increase Community Programming & Facility Usage

To enhance Mattawa's positive and inclusive sense of place, belonging and community by focusing future developments on Mattawa's specific populations

Annually survey Matachewan's **youth and young families (HP)** to determine

their needs & incorporate their needs into the **development of policies and strategies**

HP - Research options to improve services for seniors

T Provide Community services for the Homeless and those in need

On an annual basis, explore the possibilities of implementing the following low-cost community programs:

A volunteer-run grass cutting service for seniors.

A "buddy bench" or other street furniture to encourage residents to linger and chat with each other.

Neighbourhood watch or similar local program.

Provide community spaces that enrich the lives and encourage active lifestyles for all ages

Develop annual municipal services plans to address the town's

Recreation

Funding of EV chargers at key municipal properties that can accommodate parked cars.

Ensure the safety, security and well-being of Mattawa and its residents

Analyze and upgrade road signage to enhance road safety.

HP & T - Implement measures to mitigate the risks to floods and fires and the impacts of climate change

T - Maintain the security of its cyber services

Advocate for faster timelines for rural and town internet and cellular phone upgrades.

Implement proactive measures to improve the effectiveness of Mattawa's employees

Research opportunities to be a more data-driven organization.

Train municipal employees on asset management software.

Implement a sustainable Staff Morale program that includes attention to **Council-staff relations (W)**

Empower employees to be more proactive, innovative and collaborative.

COMMUNITY SURVEY IDENTIFIED THE FOLLOWING AS ZERO PRIORITY

- Improvement to Mattawa's Fitness Center
 - Improvement to Mattawa's Curling Club
 - Improvement to Mattawa's Museum
 - Improvements to Mattawa's Information Center
-

Theme D Fiscal Responsibility

To consolidate the Work Group's findings that will support the plan's goals and objectives by ensuring or enhancing the town's financial security.

W - Develop and maintain a long-range financial plan for the municipality

Finalize stage 4 of the AMP

HP – MP - Implement and adjust as needed, the municipal Asset Management Plan to facilitate investment in the town's capital projects.

Create and budget studies for accessibility upgrades in public buildings and spaces.

Research and implement cost effective solutions to waste management

Address the MuniSoft problems

Where possible, develop short- and long-term strategies to address the shortfall of revenues against the town's increasing costs.

W - To increase the town's small tax base with many below-average income families

T - To halt a shrinking population base

T - To stop revenues for services leaving the community

T - To address the federal and provincial governments downloading responsibilities to towns

T - T adjust for the increasing costs for repairs, maintenance and labour that are increasing beyond the town's tax thresholds

W - To adjust the town's fee structure for services utilized by surrounding communities that do not meet expenses

W - To review the Rosemount Valley facility capitalization

O – To market the blasted rock from land development for milling

Maintain a Tax Rate that is acceptable to the town's rate-payers

T - Actively monitor the unknowns of the Canada / US tariff wars

T - Ensure the town's ongoing Cyber security

2) List of Issues for Goals Objective Action Items

Theme A - Governance and Community Relations

To consolidate the Work Group's findings that will shape the plan's goals and objectives pertaining to the Council's governance and community relations

Council Size Reduction

Amalgamation Study

Fire Support for The Municipality Of Mattawan

Better formal methods of 2-way communications with Matachewan's residents.

Explore partnerships with neighbouring municipalities to develop a regional service or encourage a private-run service for shared transportation

Improve connectivity between the three communities with path repairs/ installation, signage, and wayfinding.

Improve digital connectivity and technical services

Enhance the township web site, social media accounts and apps.

Enhance collaboration with community groups, volunteers and others

Ensure good governance - Foster transparency, accountability, and engagement through clear policies and effective communication.

Explore collaboration with neighbouring Municipalities and First Nations for shared assets and infrastructure.

New Official Plan

Amalgamation

A positive and inclusive sense of place, belonging and community.

Strengthen Community Partnerships

Open & Transparent Governance

A place where residents are engaged, empowered, welcomed and well-served by their municipality.

A leader in local environmental stewardship.

Increased Communication

Maintain Low Tax Rate

Fiscal Responsibility

Service Excellence

Protect our environment

Stewardship of Natural Resources

Modernize Landfill Operations & Lifespan

Maximize Waste Diversion

Promote Our Green Spaces

HP Council Transparency

HP Economic development Collaboration with others

MP Pursue amalgamation

MP Preserve Mattawa's culture

OP Mayor's strong powers

OP Reducing council size

HP The Council's transparency in its dealings and decisions to Council's functioning.

HP Mattawa's Council and Senior management collaborating with others.

OP The mayor's authority with Strong Mayor Powers to Council's functioning

OP The reduction of the Council's size from 7 to 5 to Council's functioning

S Partnerships with Indigenous Communities

S Council's progressive changes since 2023

S Citizens come together in times of need

S A resilient community

W Relationships with other municipalities

W Fee structure for services utilized by surrounding communities do not meet expenses
W Relationships with stakeholders (citizens, businesses, governments)
W Council-staff relations
W Working against the inertia of changing from the old ways of doing things
T Cyber security
Continue to complete or operationalize activities that have already been started

Theme B Economic Development and Growth

To consolidate the Work Group's findings that will shape the plan's goals and objectives addressing the town's economic development and growth.

Development of additional residential units in the community to accommodate a variety of housing demands

Locations for new industrial and commercial opportunities.

Incentives to existing commercial property owners to improve the visual appearance of the property (buildings).

Establish a community group (political leaders, municipal staff, business leaders and/or concerned residents) Community and Economic Strategy forward

Work together to improve its visual appeal and identity

Building the basic community infrastructure to attract new and retain existing residents and commercial/industrial investment.

More attractive for residential and commercial development

Stimulate economic development

a. Prepare an inventory of sites. Explore the possibility of hiring an economic development intern. d. Explore the possibility of developing a green/renewable energy project.

Increase the housing supply - Promote the development by a private developer of the tiny-house project for residents.

Take advantage of its position as a halfway point on the canoeists' route

a. Continue to rent the kayak equipment required to enjoy the river. b.

Invite the creation of educational activities for all generations around the river –.

Encourage school boards to implement an innovative “natural” education project that strengthens young people’s relationship with the river

Develop a concept that would promote the river (e.g. brewery, restaurant-inn, souvenir shop).

Implement and support beautification initiatives

seasonal and festive flags, unique lighting.

greening plan for the main street and the entrance to the villages (planting trees, flowers, etc.) to visually mark the arrival at the village(s).

Develop strong networking and marketing to Promote the Township and build relationships to attract residential and economic investment

Maintain a publicly available and online list of local properties available for redevelopment or rehabilitation

Meet semi-regularly with local/regional municipalities to discuss economic development

Become an attractive Township to draw visitors and make residents proud

Meet semi-regularly with local/regional municipalities to discuss economic development approaches,

Commission a 3D model of the community to visually communicate the history of the Township.

Network with corporate sponsors to establish philanthropic donations or local promotional incentives to encourage landscaping, yard clean up, and maintenance on private or institutional properties.

Maintain a publicly available and online list of local properties available for redevelopment or rehabilitation

Meet semi-regularly with local/regional municipalities

Updated marketing to attract new residents based on affordability, access to nature, and sense of community

Re-establish a welcome wagon

Strengthen Economic Resources and Strategies.

- Assign a member of staff to lead research and pursuit of grants
- Establish a community development committee for local business owners and operators and those interested in potential business pursuits

Protect and enhance our natural assets

Develop and implement a regional Business Retention & Expansion program

- Identify regional partners and establish leadership team

Establish a formal committee focused on investment attraction, business development and entrepreneurship.

Streamline the permitting process through standardized forms and the use of online technology

Educate current and potential entrepreneurs on local opportunities

- Host a community based economic fair for entrepreneur-minded individuals & high school students to encourage youth entrepreneurship.

Support businesses with recruitment and retention challenges due to limited HR capacity,

Community improvement and beautification efforts

- Painted “landmarks”
- Benches
- Flowers
- Overall lighting
- Garbage cans
- Picnic areas/tables
- Painted murals

An RV park / campground

A bike share program

- Include taxi service information on bikes

Develop new and enhance existing tourism experiences, activities and events

Examples:

<ul style="list-style-type: none"> • bilingual historic walking tour • landmark treasure hunt • music and food “kitchen parties • boat tour programs that include stops and themes such as stargazing, sunset tours, blues cruise • guided fishing tour • craft making with local artist • yoga on the beach • light shows and display • post concert musical petting zoo 	<ul style="list-style-type: none"> • SUP yoga • paint parties at the marina • moonlight kayak tour • stargazing workshop • outdoor movies at marin • canoe and kayak race • regatta • drone races and demo • remote control boat races on the rive • ice sculptures workshop
--	--

Enhance beach facilities and programming

- Add seating areas to encourage people to stay longer
- Clean and maintain beaches and facilities
- Rent children's toys
- Purchase old style ice cream truck to station at beaches
- Partner with Manitoulin for a beach hopping program
- Rent metal detectors and host treasure hunts on the beach Host sandcastle building workshops

Use the trail asset to provide specialty programs and events

- Haunted trail walk
- Scavenger hunt
- Capture the flag
- Fish fry
- Guided full moonlight walks with bonfire
- Themed races (lumber run; haunted Halloween run; northern craft beer run; etc...)
- Kayak, Bike, Run triathlon

Enhance services at marina through private / public sector partnerships

- Sea-Doo rentals
- Tubing
- Harbour taxi to and from Manitoulin (existing demand from low Island)
- Fishing rod rentals
- Kayak / canoe / SUP rentals
- Licensed patio and restaurant
- Multi-person bike rentals

Develop "accessible tourism" as a niche opportunity

- Accessible tourism training and certifications
- Encourage private sector operators to adapt equipment to provide experiences to visitors with disabilities
- Partner with organizations that promote accessible tourism destinations

Undertake a leakage analysis

- Source funding and contract firm to undertake analysis

Work with realtors, landlords and private land / property owners to develop database and encourage regional promotion

Shop local incentives and programs

- There are many incentives that can be considered, for example:
 - Expand existing "shopping bag" program
 - Bags should be distributed by marina and tourism information centre staff to individual visiting the community to encourage local shopping
 - Develop and include coupon book for local stores (cost to businesses to include couple with discount for Chamber members)
 - Create an awareness campaign about bag program as part of ambassador program
- Chamber of Commerce "shop local" bumper sticker
 - One vehicle / individual spotted "shopping local" per week receives a branded coffee mug and a gift card for a chamber member business
 - A photo is snapped of the happy, surprised winner and he/she is invited to plug what they love best about the community, their favorite restaurant, store, etc. all of which is posted on social media.
- Receipt collection campaign

- Collect receipts all month from people who shopped locally to be put in draw for “community cash” which can be used at chamber member businesses
- Shop local rewards program
 - Establish a rewards program (there are apps for this) to encourage local shopping

Establish a permanent popup and info centre in vacant space

- Use vacant space downtown to provide a shared space for
 - an arts collective/ pop-up
 - local crafters / artists
 - downtown tourism information location
 - WIFI-hub for boaters and travelers

Assist local businesses in becoming accessible

- Incorporate colourful/branded ramps to remove the steps into buildings to make strollers, wheelchairs and walkers simpler to navigate.
- Incorporate snow removal standards to ensure pathways are clear of snow and ice to make parking and walking easier.

Establish historic downtown core of well-maintained older buildings mixed with a progression of building styles (façade conditions)

Programs may include interior renovations, signage, facades, lighting and dock enhancements designed to standardize and improve the community.

Create new business opportunities by Identifying highest and best use for underutilized vacant spaces.

Licensed sidewalk cafes

Encourage use of local foods

Encourage Pedestrian Activity

- Establish road designs and standards
- Improve and raise awareness of connecting paths and trail systems throughout the Municipality
- Develop trail system from Golf Course Road to St. Theresa
- Introduce crosswalks where applicable

Improve Established Park and Trail Spaces

- Develop plans for park spaces throughout Callander
- Install applicable signs to raise awareness of park spaces

Increase Natural Trail System Options

- Introduce loop trail system behind Community Centre to Toronto Street
- Establish natural connective paths in residential subdivisions, where viable

Establish and promote cycling routes

- Paved shoulder connections, painting where necessary
- Install signage
- Identify and build on destinations for cyclists

Better parking opportunities

securing large-scale parking lot within walking distance in the downtown core

Find other opportunities for parking,

Encourage commercial development and public open space

- Fill vacant commercial lots and buildings
- Encourage opportunities for visits to the downtown core
- Assess feasibility of skating oval at the Lake

Pedestrian linkages to the downtown and waterfront

Celebrate our history

- Find ways to incorporate our history into our built environment, i.e. walking tour

- Establish signs/placards throughout parks providing details on our history and environment
- Develop tourist guides and packages for visitors
- Community Revitalization
- Town beautification
- Clean Yard strategy
- Economic development and Tourism
- Partnering with neighbours

Support Entrepreneurial Community

A strong local economy to support youth, families and seniors.

Support & Promote Local Businesses

Collaborate to Provide Educational Resources

HP Attraction and retention

MP Improve growth

HP The Town Pursuing economic development for Mattawa and surrounding area

HP The Town's attraction and retention of residents to Mattawa

S Annual Voyageur Days and Canada Day Festivals

S Town's undeveloped land available for housing and light industry

240 acres (Dorion St)

15 acres (Donald St.)

S History extending beyond 1892

W Main Street does not present well

W Inventory of domestic and commercial housing (EG: empty lots and parking spaces)

W Youth retention

W Limited employment opportunities

W Technology infrastructure with limited access to high speed internet

O Development of available properties to support growth and development

O Mattawa's Natural Beauty

O Ready access to recreation trails, hunting, fishing and exploring nature

O Relative proximity to larger urban centers like North Bay, Sudbury, Toronto, Ottawa

O A satellite / residential community for North Bay

O Investors are interested in Mattawa opportunities

O Evolving technology, if applied, could promote Mattawa and facilitate its community services

O Emerging trend of migration from large urban centers to smaller communities

O Tourism

T Seasonal and weather vulnerabilities affecting tourist revenues

T Confined land mass

T Shortage of skilled workers among Mattawa residents

T Cyber security

Voyageur Days

Physician Recruitment

Stewardship of Natural Resources

Promote Our Green Spaces

Theme C Municipal Services

To consolidate the Work Group's findings that will shape the plan's goals and objectives that are designed to improve or sustain the town's services.

A positive and inclusive sense of place, belonging and community.

Staff Morale

Capital Projects

Annually survey Matachewan's youth and young families to determine their needs & incorporate their needs into development policies and strategies

A volunteer-run grass cutting service for seniors.

A "buddy bench" or other street furniture to encourage residents to linger and chat with each other.

Neighbourhood watch or similar local program.

Develop a Recreation Master Plan

Recreation Master Plan

Empower employees to be more proactive, innovative and collaborative.

Research opportunities to be a more data-driven organization.

Provide community spaces that enrich the lives and encourage active lifestyles for all ages

Ensure safety and security

Analyze road signage and upgrade to enhance road safety.

Facilitate support for seniors - Research options

Train municipal employees on asset management software.

Have shovel ready projects ready for funding opportunities.

Plan for and apply for funding for EV chargers at key municipal properties that can accommodate parked cars.

Advocate for faster timelines for rural and town internet and cellular phone upgrades.

Develop Municipal Recreational Infrastructure

Increase Community Programming & Facility Usage

Ensure Community Safety & Well-Being

HP Improving services to kids and seniors

HP Security re: flooding

MP Improve arena, library, fire hall and town's appearances, parks, water front, public works facility,

MP Improve infrastructure

MP Mattawa's improvement to its services for children and families

MP Security like flood mitigation or fire safety to Mattawa.

MP Mattawa's improvement to its services for seniors.

OP Improvement to Mattawa's Fitness Center

OP Improvement to Mattawa's Curling Club

OP Improvement to Mattawa's Museum

OP Improvements to Mattawa's Information Center

S Marina providing access to the Ottawa and Mattawa rivers

S The town's range of amenities and infrastructure resemble that of a city, EG:

Roads, water, drainage

Public Works, Fire Department, Recreation and Information Center

Hospital and Nursing Home

Primary and secondary schools

OPP policing, Ambulance service

Churches and service clubs

S Quality of the town's drinking water

S Marina presents potential for expansion

W Aging infrastructure

W Landfill site capacity

T Flood, fire and wind mitigation required for Climate Change

T Aging population

T Community services for the Homeless and those in need

T Cyber security

Committee Of Adjustment

Modernize Landfill Operations & Lifespan

Maximize Waste Diversion
Service Excellence
W Council-staff relations

Theme D Fiscal Responsibility

To consolidate the Work Group's findings that will support the plan's goals and objectives by ensuring or enhancing the town's financial security.

Develop and maintain a long-range financial plan and a municipal asset management plan

MuniSoft

Refine the Asset Management Plan to facilitate the preparation of capital and operating budgets.

Plan for, create studies for and budget for accessibility upgrades in public buildings and spaces.

Research and implement cost effective solutions to waste management

MDRA funding 2019 or other, capitalization

HP Planning on capital projects

MP Mattawa's planning to invest in the Town's capital projects.

W Small tax base

W Many below average income families

W Future planning

W Rosemount Valley facility capitalization

O Blasted rock from land development available for milling

T Shrinking population base

T Revenues for services leave the community

T Federal and provincial governments downloading responsibilities to towns

T Costs for repairs, maintenance and labour are increasing beyond tax thresholds

T Unknowns of US / Canada tariff wars

T Cyber security

Maintain Low Tax Rate

Fiscal Responsibility

W Fee structure for services utilized by surrounding communities do not meet expenses

3) Progression of Work Group

(Per Meeting Notes)

APRIL 25

Review of Documents to include at start up:
Changes in legislation, regulations - MMAH's Provincial Planning Statement, 2024
Operational Review
Updated review of the Organization
Assets Management Plan, #3 and 4
Mattawa 1991 Official Plan
Provincial policy on OPs
~~Recent map outlining Mattawa~~
~~OGWA Plan~~
Infrastructure Developments
~~Community Wellbeing~~
~~Economic Development Plan~~
Information reports to Council contained in Council minutes, 2023-24-25
~~Two audit Management Letters – 2022 & 2023~~
Available strategic plans from other communities
Budget

MAY 12

WG Meeting to Prep for the May 12 Council Meeting Presentation

May 28

Items identified for potential inclusion as themes for the Strategic Plan Survey:
Council Size Reduction
Amalgamation Study
Voyageur Days
Munisoft
Fire Support for The Municipality Of Mattawan
Committee Of Adjustment
Physician Recruitment
Staff Morale
Capital Projects

Rudimentary difference between core assets and non-core assets is:
Core assets = in or on ground assets (EG: sewers, water lines, roads, bridges, etc.)
Non-Core assets = above ground assets (EG: buildings, vehicles equipment, etc.)
Consulting services for the A.M.P was provided by Jp2g.

Asset Management plans that are all in effect have evolved since 2013 with:
Asset Management Plan policy of May 8, 2019
Asset Management Plan, Phase 2, Core Assets, July 1, 2022
Asset Management Plan, Phase 3 (non-core assets) July 1, 2024
Phase 4, pending Council approval for submission to MAAH
Mattawa Council held public meetings throughout the development of the Asset Management Plans.

Discussion and clarification on MMAH’s Provincial Planning Statement, 2024
 Mattawa’s development of new homes will address the Statement’s requirements
 Mattawa is working to grow and prosper, enhance quality of life and social equity
 Mattawa has no agricultural sectors

With the development of its Official Plan:
 Mattawa is addressing potential risks to public health or safety or of property damage that could be attributed to:
 Natural hazards and human-made hazards
 Impacts of climate change that need to be mitigated or with reductions to greenhouse gas emissions

Mattawa will be including Indigenous communities in its consultation process.

Mattawa has considered long-term relationships with:
 Environmental
 Economic
 Health and
 Social factors

Mattawa regularly addresses minor variance applications to Zoning
 Mattawa does not contain any territory within its municipal boundaries
 The 1991 Official Plan is being replaced.

Relationship of Asset Management Plans, Official Plan and Strategic Plan

Asset Management Plans Identifies assets and what needs to be done	Official Plan identifies what can and cannot be done with land use	Strategic Plan Results oriented on Mattawa’s Mission, Vision and Values
Works with asset inventory, maintenance, and replacement	Develops and monitors policies on land use and development	Addresses Environmental, Economic, Health and Social factors
		5-year time frame
Guides infrastructure investment decisions	Guides zoning and development decisions	Goals and objectives parceled into 5 annual operational plans

JUNE 2

“Interim Report, Documents Review on Comparative Strategic Plans
 June 2, 2025”

The Consultant will extract applicable themes, goals and objectives to be formatted for survey questions as above.

JUNE 11

Statements
 OUR MISSION (Agreed, May 28)

We strive to provide quality and sustainable services in an efficient and cooperative manner that promotes a healthy and progressive community that supports development opportunities, lifestyle quality and open, flexible governance.

OUR VISION (Agreed, May 28)

A growing and resilient community that is healthy, vibrant and strong

OUR VALUES (Agreed @ June 11)

A welcoming home that embraces our cultural heritage, creates conditions for our families to prosper, our elders to enjoy their senior years and our local businesses to thrive. We value accountability in our endeavours, transparency in our behaviours and respect for and amongst all residents.

Paper copies:

The East Ferris 2023 to 2026 Strategic Plan tabled at the meeting by the Mayor

<https://eastferris.ca/uploads/documents/Council/2024/Strategic%20Pan%20Annual%20Progress%20Report%202024%20Final.pdf>

Action Items

Page 12 to 16

“Goals and Objectives Priorities” tabled at the meeting by the CAO

The following issues / items were extracted from the June 2 documents review report and Work Group discussions to be formatted as questions by the Consultant:

Mattawa’s Governance by Council

Council Size Reduction

Greater authority for the Mayor

Mattawa’s financial management

Capital projects

Water and sanitary sewers

Town’s physical assets

Bridge

Marina

More homes

Residential plan

Main Street rehabilitation

Economic development

Flood / hazard mitigation

Community services:

For seniors

For families and kids

Existing:

Mike Rodden Arena

Information Centre

Mattawa Water Front

Curling Club & Fitness Center

Museum

Library

Parks

Mattawa’s partnerships with other municipalities

Voyageur days
Physician recruitment
Tourism
Landfill
Growth
Dorion Road Project (Landbank #1)
Donald Street (Landbank #2)
Amalgamation Study (Mattawan step 1)
Community revitalization
Main street connecting link
Mauril Bélanger Bridge connecting link
Town beautification
Clean yard strategy
Parks and Rec
2019 MDRA funding capitalization
Capital Asset Investments
Arena, Curling Club Public Works, Information Center, Firehall, Museum, Library, Marina, Landfill site.
Economic development
Investing in resources
Partnering with neighbours
Council operating openly transparently to enhance communications and engage opportunities
Balancing needs and keeping services affordable?
Collaborating with residents and stakeholders to ensure innovation and community advancement
There has been progress with the 2023 operational review's recommendations

JUNE 25

Draft survey questions approved for Council consideration

JULY 9

Housekeeping issues

JULY 30

Discussion on survey results report
Eight issues were rated as extremely or very important by 85% or more respondents.
Council transparency is the top area for improvement: 85% say improvement is "extremely "important
The Council's transparency in its dealings and decisions to Council's functioning.
The Town pursuing economic development for Mattawa and surrounding area.
Mattawa's Council and Senior management collaborating with others.
The Town's attraction and retention of residents to Mattawa.
Mattawa's improvement to its services for children and families.
Mattawa's planning to invest in the Town's capital projects.
Security like flood mitigation or fire safety to Mattawa.
Mattawa's improvement to its services for seniors.
The middle tier of important issues are improvements to municipal facilities and to services that respondents feel benefit most residents, as well as amalgamation.

Mattawa pursuing growth and infrastructure improvements.
Improvement to Mattawa's Mike Rodden
Revitalization of Mattawa's appearance.
Improvement, including, but not limited to
Improvement to Mattawa's Fire Hall.
Improvement of the activity of Mattawa's residents.
Improvement to Mattawa's parks.
Promotion of Mattawa's cultural history.
Improvement to Mattawa's Water Front.
Improvement to Mattawa's Public Works facility.
Mattawa pursuing amalgamation with any of its surrounding municipalities

Only small proportions of Respondents feel that the Mayor's strong powers is extremely/very important and that reducing Council size to 5 from 7 is extremely/very important.

The mayor's authority with Strong Mayor Powers to Council's functioning
Improvement to Mattawa's Curling Club
The reduction of the Council's size from 7 to 5 to Council's functioning
Improvement to Mattawa's Fitness Center
Improvement to Mattawa's Museum
Improvements to Mattawa's Information Center

Council should focus on

Improving Council Governance / Democratic Operations by:

Improving transparency.

Collaborating more with other parties like, but not limited to, other municipalities, government, local institutions and local interest groups.

Improving Economic Development by:

Attracting / Retaining residents.

Investing in the Town's capital projects.

Collaborating with other parties.

not amalgamating with surrounding municipalities.

Improving Attraction/Retention of Residents by:

Revitalizing Mattawa's appearance.

Improving to Mattawa's Public Works facility.

Mattawa's improvement to its services for children and families.

not strengthening the Mayor's power

Verbatim Comments, Page 18 to 45 (Action Items?)

SUMMARY OF FINDINGS

Highest Importance Council Transparency

Economic development Collaboration with others Attraction and retention

Improving services to *kids and seniors*

Planning on capital projects

Security re: flooding

Middle Importance

Improve growth and infrastructure

Improve arena, library, fire hall and town's appearances, parks, water front, public works facility,

Pursue amalgamation

Preserve Mattawa's culture

Minority Importance

Mayor's strong powers

Reducing council size

Drafting of themes

AUGUST 13

Discussion, Strategic Plan Themes per:

Discussion on draft SWOT components

Documents submitted for inclusion in the discussion

Building a New Brand Story for the Town of Mattawa, September, 2022 (Per attached file, email, Aug. 14))

MATTAWA – SWOT (Mayor Bélanger) (Page 5)

AUGUST 27

Approval, Strategic Plan Themes for Council submission

Governance and Community Relations

To consolidate the Work Group's findings that will shape the plan's goals and objectives pertaining to the Council's governance and community relations

Economic Development and Growth

To consolidate the Work Group's findings that will shape the plan's goals and objectives addressing the town's economic development and growth.

Municipal Services

To consolidate the Work Group's findings that will shape the plan's goals and objectives that are designed to improve or sustain the town's services.

Fiscal Responsibility

To consolidate the Work Group's findings that will support the plan's goals and objectives by ensuring or enhancing the town's financial security.

Discussion on draft SWOT components

SEPTEMBER 12

Approval for Council - Report on the SWOT Discussion DATE of report August 15, 2025

Edited Sept. 12

STRENGTHS

Citizens come together in times of need

A resilient community

Marina providing access to the Ottawa and Mattawa rivers

The town's range of amenities and infrastructure resemble that of a city, EG:

Roads, water, drainage

Public Works, Fire Department, Recreation and Information Center

Hospital and Nursing Home

Primary and secondary schools

OPP policing, Ambulance service

Churches and service clubs
Partnerships with Indigenous Communities of
Annual Voyageur Days and Canada Day Festivals
Quality of the town's drinking water
Council's progressive changes since 2023
Marina presents potential for expansion
Town's undeveloped land available for housing and light industry
240 acres (Dorion St)
15 acres (Donald St.)
ACTUAL DIMENSIONS PENDING - CAO
History extending beyond 1892

WEAKNESSES

Relationships with other municipalities
Small tax base
Fee structure for services utilized by surrounding communities do not meet expenses
Main street does not present well
Many below average income families
Inventory of domestic and commercial housing (EG: empty lots and parking spaces)
Youth retention
Limited employment opportunities
Relationships with stakeholders (citizens, businesses, governments)
Council-staff relations
Future planning
Aging infrastructure
Landfill site capacity
Rosemount Valley facility capitalization
Working against the inertia of changing from the old ways of doing things
Technology infrastructure with limited access to high speed internet

OPPORTUNITIES

Development of available properties to support growth and development
Mattawa's Natural Beauty
Ready access to recreation trails, hunting, fishing and exploring nature
Relative proximity to larger urban centers like North Bay, Sudbury, Toronto, Ottawa
A satellite / residential community for North Bay
Investors are interested in Mattawa opportunities
Evolving technology, if applied, could promote Mattawa and facilitate its community services
Emerging trend of migration from large urban centers to smaller communities
Blasted rock from land development available for milling
Tourism

THREATS

Climate change
Flood, fire and wind mitigation required for Climate Change
Seasonal and weather vulnerabilities affecting tourist revenues
Confined land mass
Aging population
Community services for the Homeless and those in need
Shrinking population base

Revenues for services leave the community
Federal and provincial governments downloading responsibilities to towns
Cyber security
Costs for repairs, maintenance and labour are increasing beyond tax thresholds
Unknowns of US / Canada tariff wars
Shortage of skilled workers among Mattawa residents



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE CAO/TREASURER

TITLE: 3RD QUARTER RESULTS

DATE: MONDAY, OCTOBER 20, 2025

REPORT NO: 25-60R

BACKGROUND

These are the 3rd quarter results of the 9 months ended September 30, 2025, forecasted to year end.

ANALYSIS AND DISCUSSION

The forecast for the year takes the 9-month actual and adds the expected on-going costs for the remaining 3 months plus any known non-routine expenditures (i.e. – fixing the roof at RVS). This provides Council with staff's best estimate of where we will expect to finish the year financially.

FINANCIAL CONSIDERATION

The attached forecasted financial results show a surplus of \$28,503, which, on a \$9.2 million budget is .3 of 1% and therefore called a breakeven for the year. This despite the fact that the results include fixing the roof at RVS and making principal repayments on the senior housing loan with no off-setting revenue. It also includes significant watermain repairs and lift station repairs.

It is important to note that these results are on a cash basis with no capitalization of capital purchases and no amortization booked in the accounts. Audited results will vary significantly as the financial statements will not be on a cash basis but rather in accordance with Public Sector Accounting Standards (PSAS).

RELEVANT POLICY/LEGISLATION:

ATTACHMENTS:

1. Overall Financial Results at September 30, 2025, forecasted to December 31, 2025
2. Departmental Forecasted Results to December 31, 2025

RECOMMENDATION:

It is recommended that Council receives and approves this report.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-60R titled 3 rd Quarter Results.
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Town of Mattawa
Budgetary Control

Date Printed Date Printed

For the Period 2025-01-01 - 2025-09-30 2025

Account #/Description	YTD Actual	2025 Forecast	Annual budget
01-005-045-001 - Interest on Accounts Receivable	(864.73)	(864.73)	-
100 PROVINCIAL/FEDERAL FUNDING			
12-100-264-000 - Hospital Grant	1,425.00	1,425.00	1,425.00
120 PROVINCIAL/FEDERAL/OTHER GRANTS			
12-120-310-000 - Ontario Municipal Partnership Fund	1,054,500.00	1,416,000.00	1,416,000.00
12-120-311-101 - Federal Gas Tax Revenue	61,602.99	120,000.00	120,000.00
12-120-311-140 - COVID 19 Stream Funding	10,000.00	10,000.00	-
12-120-312-000 - OCIF/OMAFRA Formula	112,050.00	180,000.00	180,000.00
12-120-312-002 - MDRA Flood Claim(MMAH)	-	110,301.00	250,000.00
12-120-312-101 - Municipal Tax Mitigation Payment	136,406.14	136,406.00	136,406.00
12-120-312-102 - ICIP Dorion Road Provincial Funding	-	465,713.60	466,133.00
12-120-312-104 - ICIP Dorion Road Federal Funding	-	839,123.61	839,124.00
12-120-312-351 - MTO Connecting Link Funding	166,472.00	368,972.00	368,972.00
12-120-312-353 - NORDS Funding	79,759.89	441,846.00	-
12-120-312-354 - Voyageur Days Grant Funding	38,500.00	70,000.00	70,000.00
12-120-314-001 - Fisheries & Oceans Funding	-	100,000.00	100,000.00
220 TAXATION (LEVY)	-	-	-
12-220-336-000 - Regular Levy (Mun Only)	2,417,680.47	2,434,225.20	2,434,225.20
12-220-340-000 - No Support Levy	113,637.80	262,284.89	262,284.89
230 PAYMENT IN LIEU(PROVINCIAL TAXES)	-	-	-
12-230-343-000 - Canada Post(PIL)	-	8,296.00	8,296.00
12-230-350-000 - Ontario Hydro(PIL)	-	2,508.00	2,508.00
12-230-352-000 - L.C.B.O.(PIL)	-	10,750.00	10,750.00
12-230-353-000 - Power Dam Special Payment	11,834.49	11,834.00	11,834.00
240 FINANCIAL	-	-	-
12-240-355-000 - Reserves Taken Into Revenues	-	10,000.00	10,000.00
20-210-012-015 - OCIF Bank Interest	-	600.00	600.00
20-210-012-105 - Regular Bank Interest	15,514.17	20,685.56	25,000.00
20-210-012-108 - Bank Interest on Federal Gas Tax	49.57	49.57	1,000.00
20-210-014-105 - On Gst Rebates/Eht Interest	2,332.24	2,332.24	-
20-210-080-105 - On Taxes(Interest)	162,606.96	197,606.96	162,023.00
20-210-315-000 - MFIPPA Requests	5.00	5.00	-
20-210-317-000 - Tax Certificates	1,295.00	1,560.00	1,500.00
20-210-318-000 - Water Certificates	-	-	500.00
20-210-320-000 - Land/Property Tax Sales	2,500.00	17,500.00	28,000.00
20-210-334-000 - Council Chamber Usage Fees	3,942.00	5,256.00	7,500.00
20-210-999-000 - Misc Revenue (Office)	7,335.87	7,335.87	-
20-210-999-106 - Town Charge for NSF Cheques	585.00	585.00	-
20-210-999-651 - Bell Tower Property Lease	11,450.40	11,450.40	14,457.50
20-210-999-670 - Cemetery	1,571.20	1,571.20	5,000.00
620 WATER/WASTEWATER BILLINGS	-	-	-
20-620-080-105 - On Water & Sewages(Interest)	11,516.05	15,354.73	13,500.00
30-300-120-000 - Other Provincial Grants	-	15,000.00	8,230.45
30-300-265-104 - Corporate Funding - Otther Assista	-	10,000.00	10,000.00
30-300-374-000 - Fire Department Revenue(Highway)	33,544.17	35,351.29	15,000.00
30-300-999-540 - Commercial/Residential Inspection	340.00	340.00	1,800.00
30-300-999-995 - Fire Permit Fees	6,069.35	6,069.35	5,300.00
310 BY-LAW DEPARTMENT	-	-	-
30-310-382-111 - Lottery Licence - Bingo	1,725.00	1,725.00	1,450.00
30-310-382-112 - Lottery Licence - Raffle	1,154.90	1,154.90	1,500.00
30-310-383-000 - Refreshment Vehicle Lic.	1,200.00	1,200.00	500.00
30-310-384-000 - Hawkers & Peddlers Lic.	25.00	25.00	-
30-310-385-000 - Taxi Licences	725.00	725.00	625.00

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Budgetary Control
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Account #/Description	YTD Actual	2025 Forecast	Annual budget
30-310-400-116 - By-Law Infractions	(1,278.06)	(1,278.06)	-
30-310-402-000 - Prov Offences Net Rev	5,977.07	5,977.07	5,977.00
30-310-408-000 - Dog Tags	1,170.00	1,170.00	750.00
30-310-999-640 - Property Clean-up Fees	1,847.60	1,847.60	-
320 BUILDING DEPARTMENT	-	-	-
30-320-404-120 - Building Permit Fees	7,082.50	7,082.50	6,000.00
30-320-404-122 - Demolition Permit Fees	100.00	100.00	-
30-320-406-000 - Legal Inq (Build)	-	-	200.00
42-420-999-640 - Health Card Revenues - Service O	2,449.46	3,265.95	3,725.00
425 INFO - SPECIAL EVENTS	-	-	-
42-425-445-106 - Voyageur Days Wristband Sales	216,434.90	216,434.90	266,000.00
42-425-445-147 - Voyageur Days Bar Sales	144,926.20	144,926.20	100,000.00
42-425-445-148 - Voyageur Days Vendors Permits	6,805.00	6,805.00	6,000.00
42-425-445-149 - Voyageur Days Merchandise Sales	1,664.60	1,664.60	5,000.00
42-425-445-150 - Voyageur Days Sponsorship	18,500.00	18,500.00	42,000.00
42-425-445-152 - V-Days Camping	-	4,000.00	11,000.00
430 INFORMATION CENTRE - MTO	-	-	-
42-430-456-000 - MTO Revenues	20,522.79	27,363.72	34,000.00
435 INFO - GOV'T FUNDED PROJECTS	-	-	-
60-600-492-000 - Scrap Metal Revenue	3,036.92	4,049.23	10,000.00
60-600-492-145 - Commercial Open Charge Fees	6,363.26	8,484.35	6,050.00
612 ENVIRON. SERVICES - LANDFILL	-	-	-
60-612-488-000 - Landfill Shared Services Revenue	-	186,150.00	186,150.00
60-612-498-000 - Landfill Tipping Fees (Rev)	47,516.06	62,666.67	85,000.00
60-614-686-102 - Blue Box Prog Funding (Stewardst	15,471.55	44,135.55	43,082.00
60-614-686-103 - Electronic Depot Revenue	864.75	1,153.00	400.00
620 WATER/WASTEWATER BILLINGS	-	-	-
62-620-363-000 - Billings - Flat Rate	546,372.88	546,372.88	544,989.52
62-620-364-000 - Billings - Metered	67,144.81	89,526.41	93,450.24
62-620-365-000 - Billings - Frontage	1,035.72	1,035.72	980.43
62-620-366-000 - Billings - Swimming Pools	3,868.10	3,868.10	1,830.00
62-620-367-000 - Billings - Sewer Surcharge	450,391.91	465,391.91	463,116.13
62-620-371-000 - Open/Close Water	3,300.00	3,300.00	2,050.00
62-620-373-000 - Service Line Warranty Revenue	-	-	513.19
64-640-450-170 - Launching Fees (Daily)	1,296.00	1,296.00	1,045.00
64-640-450-171 - Launching Fees (Seasonal)	399.00	399.00	345.00
64-640-452-125 - Slip Rentals (Docking)	18,158.71	18,158.71	14,000.00
66 WATERWAY	-	-	-
660 WATERWAY	-	-	-
70-700-424-125 - Hall Rentals	5,547.70	7,396.93	6,000.00
70-700-425-125 - Ice Rentals	35,460.26	42,960.26	30,500.00
70-700-428-125 - Floor Rentals	270.00	360.00	500.00
70-700-442-645 - Advertising Revenue	1,478.54	1,478.54	-
70-700-999-000 - Other Misc. Revenue(Particpatio	(3,780.00)	-	8,500.00
70-700-999-297 - Insurance for Recreation Rentals	123.96	123.96	-
70-710-212-101 - Summer Student- Rec Federal	-	-	16,000.00
70-710-212-102 - Summer Student - Rec Prov	12,196.20	12,196.20	3,850.00
70-710-438-000 - Mattawa Sports & Fitness Revenue	7,833.10	10,444.13	4,500.00
70-710-440-125 - Ballfield Rental	-	-	500.00
70-710-442-000 - User Agreements	-	18,288.00	18,288.00
70-710-780-104 - Youth Program Revenues and Rec	12,348.85	14,268.85	10,900.00
70-760-790-640 - Fitness Centre Membership Reven	25,771.17	34,361.56	33,000.00
80 PLANNING & DEVELOPMENT	-	-	-

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100 PROVINCIAL/FEDERAL FUNDING	-	-	-
80-800-412-000 - Committee Of Adjustment Fees	1,192.81	1,192.81	500.00
80-800-414-000 - Rezoning Fees	-	2,500.00	1,000.00
80-800-420-000 - Compliance Letters	225.00	225.00	-
80-810-999-000 - LTC Home Revenue	-	-	120,000.00
	6,158,580.25	9,371,946.89	9,179,135.55

EXPENSES:

10 EDUCATION

150 SCHOOL REQUISITIONS

10-150-120-000 - English Public Board	117,754.20	156,770.84	156,770.84
10-150-121-000 - English Separate Board	34,280.89	45,788.68	45,788.68
10-150-122-000 - French Public Board	6,827.92	9,231.17	9,231.17
10-150-123-000 - French Separate Board	37,783.73	50,494.20	50,494.20

20 GENERAL GOVERNMENT

200 COUNCIL

20-200-530-230 - Council Renumeration	50,097.87	86,351.00	86,351.00
20-200-568-243 - CPP Pt	(8.14)	(8.14)	-
20-200-568-245 - E.H.T.	(9.67)	(9.67)	-
20-200-584-202 - Mayor - Raymond A. Belanger	12,644.49	12,644.49	11,500.00
20-200-584-203 - Council - Loren Mick	7,613.44	7,613.44	6,000.00
20-200-584-204 - Council - Laura Ross	863.80	863.80	250.00
20-200-584-207 - Council - Garry Thibert	116.62	116.62	125.00
20-200-584-210 - Council - Fern Levesque	94.60	94.60	125.00
20-200-584-212 - Deputy Mayor - M. Gardiner	-	-	1,000.00
20-200-584-214 - Council - S. Bigelow	4,283.61	4,283.61	5,000.00
20-200-586-000 - Special Donations	1,750.00	1,750.00	-

210 ADMINISTRATION

20-210-504-306 - Credit/Debit Transaction Fees	13,206.93	19,071.94	18,000.00
20-210-504-307 - Bank Service Charges	5,855.09	7,806.79	6,500.00
20-210-504-309 - Month-End Transit Clearing Acct	17,118.62	-	-
20-210-512-322 - Taxes Written Off	3,646.00	7,016.00	-
20-210-512-323 - Property Assessment	21,223.95	28,298.60	28,000.00
20-210-512-326 - Tax Rebates	8,005.02	-	-
20-210-532-227 - Sick/Vacation Payout	-	-	7,500.00
20-210-532-230 - Full Time - Office	210,248.48	280,331.31	357,004.00
20-210-532-231 - Part Time Staff	2,021.10	2,694.80	-
20-210-534-254 - Staff Events	(230.00)	3,770.00	4,000.00
20-210-568-240 - U.I.C.(F.T.)	26,053.30	34,737.73	10,457.00
20-210-568-241 - C.P.P.(F.T.)	58,365.35	77,820.47	22,276.00
20-210-568-244 - Omers	76,299.65	101,732.87	34,855.00
20-210-568-245 - Ontario Health Tax	22,538.44	30,051.25	9,854.00
20-210-568-246 - WSIB	30,476.01	40,634.68	15,117.00
20-210-568-247 - Employee Health Benefits	36,944.27	49,259.03	68,488.00

Town of Mattawa

Budgetary Control

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Cash Budget

Account #/Description

Year to Date

20-210-568-250 - Clothing	-	2,545.00	2,545.00
20-210-570-000 - Capital Purchases (G.G.)	1,689.35	18,000.00	18,000.00

**Town of Mattawa
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Account #/Description	YTD Actual	2025 Forecast	Annual budget
20-210-572-261 - IT Contracted Services	-	-	15,000.00
20-210-572-262 - Hardware/Software Supplies	12,144.99	15,144.99	15,000.00
20-210-572-263 - Financial Software Annual License	14,170.21	18,389.65	15,000.00
20-210-572-265 - Software Upgrading	475.19	2,975.19	15,000.00
20-210-572-390 - Website Expenses	8,344.34	11,125.79	2,500.00
20-210-576-290 - Telephone General	6,316.14	8,421.52	6,600.00
20-210-576-291 - Telephone Fax	(31.35)	(41.80)	500.00
20-210-576-292 - Postage	8,112.77	10,817.03	6,400.00
20-210-576-293 - Photocopier Costs	8,540.01	11,386.68	4,300.00
20-210-576-294 - Equipment/Furniture	124.29	165.72	1,000.00
20-210-576-296 - Internet	8,326.06	11,101.41	12,000.00
20-210-576-297 - Insurance	162,316.90	167,066.50	132,000.00
20-210-576-298 - Advertising & Subscriptions	15,086.89	20,115.85	6,000.00
20-210-576-299 - Office Supplies	8,482.85	11,310.47	11,500.00
20-210-576-307 - Interest on Line of Credit	7,869.88	10,493.17	8,000.00
20-210-578-310 - Auditor's Fees	5,088.00	20,088.00	20,000.00
20-210-578-312 - Legal Fees	(2,239.99)	17,760.01	18,700.00
20-210-578-314 - Human Resources Consultants	3,391.50	8,641.90	20,000.00
20-210-578-315 - Integrity Commissioner Investigatic	-	-	15,000.00
20-210-578-316 - Organizational Review	63,255.75	78,255.75	15,000.00
20-210-578-317 - Consulting Fees	-	-	3,500.00
20-210-578-318 - Meeting Expenses	70.47	70.47	150.00
20-210-583-000 - Health & Safety	4,570.09	6,093.45	300.00
20-210-584-330 - Conferences/Training Expenses	7,104.72	8,104.72	20,000.00
20-210-584-331 - Travel	1,363.86	1,818.48	1,000.00
20-210-584-332 - Registration Fees	649.75	866.33	1,500.00
20-210-746-280 - Building Maintenance	5,491.47	7,321.96	5,000.00
20-210-746-281 - Heat	2,837.91	3,783.88	3,200.00
20-210-746-282 - Hydro	2,557.47	3,409.96	5,800.00
20-210-746-283 - Janitors Supplies	262.67	350.23	600.00
20-210-746-284 - Office Cleaning	4,500.00	6,000.00	6,200.00
20-210-999-341 - Association Dues	3,255.65	4,340.87	3,000.00
20-210-999-342 - Public Receptions	233.16	310.88	-
20-210-999-390 - Capital Asset Management Expens	19,090.19	25,090.19	25,000.00
20-210-999-606 - Cemetery	70.58	570.58	1,000.00
20-210-999-999 - Misc Expenses	220.42	1,000.42	5,000.00
360 EMERGENCY FLOOD	-	-	-
20-360-570-000 - Flood Emergency(Capital Costs)	50,827.46	50,827.46	265,957.45
20-360-570-053 - Disaster Relief-Calvin	2,950.21	(9,549.79)	-
30 PROTECTION TO PERSONS	-	-	-
300 FIRE DEPARTMENT	-	-	-
30-300-506-298 - Advertising	-	-	125.00
30-300-509-450 - Fire Truck(Reserve)	-	4,500.00	4,655.00
30-300-536-231 - Salary Chief	56,395.88	75,194.51	86,275.00
30-300-538-231 - Salary Deputy	-	-	12,000.00
30-300-540-231 - Volunteer Firefighters	38,294.62	51,059.49	61,000.00
30-300-556-231 - Standby Security	17,418.00	23,224.00	30,292.00
30-300-568-242 - U.I.C.	(39.65)	(39.65)	4,192.00
30-300-568-243 - C.P.P.	(76.51)	(76.51)	8,929.00
30-300-568-244 - Omers	(99.53)	(99.53)	-
30-300-568-245 - Ontario Health Tax	(34.19)	(34.19)	3,950.00
30-300-568-246 - Worker'S Comp	(6.31)	(6.31)	6,060.00
30-300-568-247 - Employee Health Benefits	8,899.98	11,866.64	27,453.00

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Account #/Description	YTD Actual	2025 Forecast	Annual budget
30-300-568-250 - Clothing Allowance	87.76	117.01	6,092.00
30-300-568-395 - Yearly Medical/Hep B	240.00	320.00	500.00
30-300-568-396 - \D\ License	1,095.50	1,460.67	8,400.00
30-300-570-000 - Capital Expenditues	44,569.13	54,569.13	30,000.00
30-300-570-471 - Repairs To Building	-	-	1,000.00
30-300-570-475 - Fire Truck	75.00	75.00	-
30-300-572-261 - IT Services	1,345.72	1,794.29	2,500.00
30-300-576-290 - Telephone	1,323.54	1,764.72	2,500.00
30-300-576-296 - Fire Hall Internet	1,277.79	1,703.72	4,000.00
30-300-576-297 - Insurance	7,381.17	7,381.17	3,075.00
30-300-576-298 - Advertising & Subscriptions	310.75	414.33	700.00
30-300-576-299 - Supplies	2,172.02	2,896.03	3,500.00
30-300-583-000 - Health & Safety	-	-	500.00
30-300-584-268 - Training Costs(Chief & Deputy)	1,712.13	2,282.84	1,500.00
30-300-584-269 - CPR/First Aid Training	-	-	500.00
30-300-584-270 - Training Costs (Firefighters)	4,846.05	6,461.40	6,000.00
30-300-584-401 - Food/Lodging	465.34	620.45	100.00
30-300-584-402 - Material	-	-	1,000.00
30-300-710-280 - Fire Hall Maintenance	16,639.13	22,185.51	12,000.00
30-300-710-281 - Heat	3,620.28	4,827.04	5,000.00
30-300-710-282 - Hydro	531.93	709.24	1,000.00
30-300-710-410 - Supplies for Fire Hall	358.21	477.61	2,500.00
30-300-870-430 - Equip Maint	2,486.33	3,315.11	2,000.00
30-300-870-431 - Equip Supplies	13,723.34	13,723.34	2,000.00
30-300-870-434 - S.C.B.A. Breathable Air	10,012.69	10,012.69	20,000.00
30-300-870-445 - Bell Tower Lease Payment	1,680.00	2,520.00	840.00
30-300-870-446 - 911 Dispatch Service Fees	1,900.35	2,533.80	4,200.00
30-300-872-430 - Bunker Gear Repairs/Maint	3,699.26	3,699.26	2,000.00
30-300-872-432 - Equip Chief & Firefighters	6,979.07	15,729.07	18,500.00
30-300-874-433 - Paging System Maint	2,549.00	3,398.67	-
30-300-874-680 - Radio License Renewal	416.36	555.15	800.00
30-300-903-420 - Repairs & Maint(2015 Rescue Van	3,348.55	4,464.73	5,000.00
30-300-903-421 - Gas & Oil (2015 Rescue Van)	791.55	1,055.40	1,500.00
30-300-904-420 - Repairs & Maint (2016 HME Silverl	21,449.42	28,599.23	5,000.00
30-300-904-421 - Gas & Oil (2016 HME Silverfox)	2,328.81	3,105.08	2,500.00
30-300-905-420 - Repairs & Maint (2004 Freightliner	1,983.67	2,644.89	4,000.00
30-300-905-421 - Gas & Oil (2004 Freightliner)	340.16	453.55	2,300.00
30-300-922-421 - Gas & Oil	197.66	263.55	-
30-300-923-421 - Diesel and Oil (FD - 2004 Econolir	140.23	186.97	-
30-300-926-309 - Financing - F150 - Fire Chief	1,686.59	2,248.79	-
30-300-926-420 - Maintenance-Fire Chief Truck	207.39	276.52	-
30-300-926-421 - Gas & Oil - Fire Chief Truck	3,807.06	5,076.08	-
30-310-501-410 - Supplies	-	-	500.00
30-310-508-500 - Police Services Board	3,330.33	3,330.33	2,520.00
30-310-542-230 - Enforcement Officer	50,219.24	66,958.99	78,200.00
30-310-552-231 - School Guard Wages	-	-	10,000.00
30-310-568-240 - U.I.C.	(20.63)	(20.63)	1,729.00
30-310-568-241 - C.P.P.	(51.44)	(51.44)	3,684.00
30-310-568-244 - Omers	(86.05)	(86.05)	5,764.00
30-310-568-245 - Ontario Health Tax	(17.52)	(17.52)	1,629.00
30-310-568-246 - Worker'S Comp	(30.95)	(30.95)	2,500.00
30-310-568-247 - Employee Health Benefits	8,741.26	11,655.01	11,325.00
30-310-568-250 - Clothing	152.63	203.51	421.00

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30-310-576-290 - Cell Phone	255.98	341.31	800.00
30-310-576-295 - Postage	101.28	135.04	50.00
30-310-576-298 - Advertising	77.85	103.80	1,500.00
30-310-576-299 - Supplies(Office)	-	-	100.00
30-310-584-330 - Conferences/Training Expenses	-	-	1,000.00
30-310-915-421 - Gas & Oil (2010 Ford Ranger)	393.91	393.91	-
30-310-916-420 - Repairs & Maint - Ford Escape	-	-	1,000.00
30-310-916-421 - Gas & Oil - Ford Escape	-	-	1,000.00
30-310-999-341 - Association Fees	179.00	238.67	175.00
30-310-999-535 - Emergency Management Costs	52.97	70.63	150.00
30-310-999-603 - Contracted Services - Property Cle	345.98	461.31	2,500.00
30-320-572-261 - Computer Hardware Expenses	349.55	466.07	-
30-320-576-299 - Office Supplies	-	-	500.00
30-320-584-330 - Conferences/Training Expenses	-	-	1,000.00
30-320-999-341 - Association Dues	540.45	720.60	1,500.00
30-340-000-000 - OPP Group of Four Contract	424,567.44	581,611.00	581,611.00
350 CONSERVATION AUTHORITY	-	-	-
30-350-508-000 - Requisition(Conservation Authority	-	9,385.00	9,385.00
40 SOCIAL SERVICES	-	-	-
400 HEALTH	-	-	-
40-400-504-990 - Mattawa Hospital Recruitment Con	13,769.54	13,769.54	13,769.54
40-400-508-360 - Health Unit Levy	51,867.00	65,863.00	65,863.00
410 FAMILY SERVICES	-	-	-
40-410-508-361 - DNSSAB Levy	188,678.61	251,571.00	251,571.00
40-410-508-362 - Casselholme Levy	33,417.68	45,040.00	45,040.00
40-410-508-363 - Golden Age Requisition	9,600.00	9,600.00	9,000.00
42 INFORMATION CENTRE	-	-	-
420 INFORMATION CENTRE	-	-	-
42-420-534-230 - Full Time	51,571.55	68,762.07	108,784.00
42-420-534-231 - Part Time	-	-	10,595.00
42-420-568-240 - E.I.	(30.59)	(30.59)	2,640.00
42-420-568-241 - C.P.P.	(75.13)	(75.13)	5,623.00
42-420-568-244 - Omers	(114.72)	(114.72)	8,799.00
42-420-568-245 - E.H.T.	(25.98)	(25.98)	2,487.00
42-420-568-246 - Worker'S Comp	(45.95)	(45.95)	3,816.00
42-420-568-247 - Employee Health Benefits	15,368.61	20,491.48	17,289.00
42-420-568-250 - Clothing	-	-	642.00
42-420-570-000 - Capital Purchases(Info)	171.97	229.29	-
42-420-572-261 - IT Services/Hardware & Software	349.55	466.07	2,000.00
42-420-576-290 - Telephone	299.45	399.27	2,600.00
42-420-576-296 - Internet Costs	612.53	816.71	1,200.00
42-420-576-298 - Advertising & Subscriptions	122.11	162.81	800.00
42-420-576-299 - Office Supplies	195.96	261.28	500.00
42-420-728-280 - Building Maintenance	3,700.50	4,934.00	2,500.00
42-420-728-281 - Heat	1,028.03	1,370.71	1,650.00
42-420-728-282 - Hydro	2,072.83	2,763.77	2,800.00
42-420-728-283 - Janitorial Supplies	365.45	487.27	400.00
42-420-728-652 - Grounds Maintenance	-	-	1,000.00
42-425-445-691 - Voyageur Days Entertainment	346,612.13	346,612.13	370,880.98
42-425-445-692 - Voyageur Days Bar Expenses	76,001.24	74,043.24	53,500.00
42-425-445-693 - Voyageur Days Merchandise Expe	1,226.91	1,226.91	-
42-425-445-694 - Voyageur Days Marketing Expense	5,379.28	5,379.28	12,500.00
42-425-445-695 - Voyageur Days Grounds Expenses	40,552.79	40,552.79	56,500.00

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42-425-445-696 - Voyageur Days Misc Expenses	1,262.30	1,262.30	2,619.00
42-425-445-697 - Voyageur Days Insurance	3,892.32	3,892.32	4,000.00
42-425-445-698 - Voyageur Days Accommodation	8,316.00	8,316.00	-
42-430-576-299 - Office Expenses\Health Card	364.53	364.53	-
42-435-245-609 - Statues - Repairs & Maintenance	263.59	263.59	500.00
60 PUBLIC WORKS	-	-	-
600 P.W. ADMINISTRATION	-	-	-
60-600-504-309 - Financing charge - F150	1,754.16	2,338.88	2,549.47
60-600-534-230 - Public Works Staff	243,765.48	325,020.64	340,912.00
60-600-546-230 - Director of Community Services	38,145.46	43,138.00	43,138.00
60-600-550-230 - Public Works Supervisor	53,022.94	70,697.25	81,115.00
60-600-568-240 - U.I.C.	(181.62)	(181.62)	10,286.00
60-600-568-241 - C.P.P.	(451.51)	(451.51)	21,911.00
60-600-568-244 - Omers	(724.78)	(724.78)	34,284.00
60-600-568-245 - Ontario Health Tax	(153.42)	(153.42)	9,692.00
60-600-568-246 - Worker'S Comp	(271.26)	(271.26)	14,869.00
60-600-568-247 - Employee Health Benefits	57,612.05	76,816.07	67,366.00
60-600-568-250 - Clothing Allowance	7,995.45	10,660.60	2,503.00
60-600-568-251 - Vacation	23,790.94	31,721.25	-
60-600-568-252 - Stat Holidays	11,093.20	14,790.93	-
60-600-568-253 - Sick Time	8,138.18	10,850.91	-
60-600-570-000 - Capital Purchases	1,412.91	1,883.88	15,000.00
60-600-572-262 - Computer Supplies	151.40	201.87	-
60-600-572-264 - IT Services/Hardware & Software	350.59	467.45	1,000.00
60-600-576-290 - Telephone	2,562.82	3,417.09	1,000.00
60-600-576-296 - Internet	898.59	1,198.12	750.00
60-600-576-298 - Advertising & Subscriptions	608.40	811.20	250.00
60-600-576-299 - Office Supplies	2,311.62	3,082.16	2,800.00
60-600-583-000 - Health & Safety	1,387.52	1,850.03	2,000.00
60-600-584-000 - Roads Courses And Training	-	-	2,500.00
60-600-584-001 - Travel/Meals/Recognition	1,099.57	1,466.09	-
60-600-624-230 - Maintenance - Labour	-	-	775.00
60-600-624-281 - Heat	5,155.59	6,874.12	7,200.00
60-600-624-282 - Hydro	5,238.04	6,984.05	6,500.00
60-600-624-410 - Garage Supplies	5,069.04	6,758.72	6,000.00
60-600-624-600 - Maintenance - Machine Rental	258.67	344.89	-
60-600-624-602 - Garage Maintenance & Materials	6,772.17	9,029.56	10,000.00
60-600-870-281 - Heating Equipment Rental Fees	1,852.32	2,469.76	3,000.00
60-600-870-420 - Small Equipment Repairs & Maint	765.72	1,020.96	1,000.00
60-600-870-421 - Small Equipment Gas & Oil	-	-	1,200.00
60-600-870-430 - Small Equipment Maintenance	996.23	1,328.31	1,000.00
60-600-870-431 - Supplies for Equipment	2,467.72	3,290.29	-
60-600-870-432 - Dyed Diesel	18,673.05	24,897.40	25,000.00
60-600-870-433 - Clear Diesel	12,111.07	16,148.09	20,000.00
60-600-870-680 - Radio License Renewal	900.44	1,200.59	500.00
60-600-870-725 - Radio System Repairs & Maint	809.00	1,078.67	850.00
60-600-999-230 - Water Dist Cert (MM-Payroll)	145.00	193.33	-
60-600-999-341 - Association Fees	734.36	979.15	-
60-602-504-309 - OILC Financing - HWy 17 Debentu	8,589.31	11,452.41	7,075.00
60-602-620-602 - Repairs Material	-	-	3,500.00
60-602-622-602 - Culvert Material	1,555.41	2,073.88	2,250.00
60-602-626-600 - Patch Rental	-	-	5,000.00
60-602-626-602 - Patch Material	8,574.42	11,432.56	8,500.00

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60-602-628-602 - Resurfacing Material	9,747.61	12,996.81	3,500.00
60-602-630-602 - Shoulder Maint Material	1,895.46	2,527.28	-
60-602-638-602 - Grading Material		-	-
60-602-652-602 - Curbs & Gutters Material	1,984.32	2,645.76	-
60-602-656-602 - Signs & Safety Material	4,754.81	6,339.75	1,500.00
60-602-666-602 - Sanding & Salting Material	36,096.51	36,096.51	31,000.00
60-602-670-602 - Snow Plow & Removal Material	6,756.61	9,008.81	-
60-602-670-603 - Contracted Services(Snow Remov.	12,125.22	47,125.22	55,000.00
60-602-999-602 - Misc Material	-	-	250.00
604 MACHINERY	-	-	-
60-604-504-309 - 2023 OILC Debenture Financing -	3,317.86	4,423.81	4,885.93
60-604-504-310 - 2024 Debenture Financing - Grade	10,815.59	14,420.79	15,575.38
60-604-802-430 - Repairs & Maint (Volvo Loader) LD	1,485.72	1,980.96	-
60-604-803-430 - Repairs & Mtnce - CAT Loader	437.57	583.43	3,500.00
60-604-806-430 - Repairs & Maint(Grader) GR-01	7,558.25	10,077.67	10,000.00
60-604-812-421 - Gas & Oil (JCB)	-	-	700.00
60-604-812-430 - Repairs & Maint(Backhoe) BH-01	3,565.76	4,754.35	5,000.00
60-604-814-421 - Gas & Oil (Mt5 Trackless)	375.00	500.00	1,600.00
60-604-814-430 - Repairs & Maint:MT5 Trackless MT	2,348.37	3,131.16	7,500.00
60-604-816-430 - Repairs & Maint (Packer)	460.09	613.45	-
60-604-822-430 - Repairs & Maint (Steam Jenny)	1,359.86	1,813.15	-
60-604-824-430 - Repairs & Maint(Sweeper) SW-01	1,814.00	2,418.67	12,000.00
60-604-874-430 - Repairs & Maint (Misc Equipment)	89.65	119.53	225.00
60-604-909-420 - Repairs & Maint(17 Freightliner) T-	3,972.90	8,972.90	10,000.00
60-604-910-420 - Repair & MainT(89 Dump Truck) T-	(361.63)	24,638.37	-
60-604-911-420 - Repairs & Maint(01 Freightliner) T-	11,686.55	15,582.07	10,000.00
60-604-925-420 - Repairs & Maint (2012 Ford F150)	2,353.63	3,138.17	-
60-604-925-421 - Gas & Oil (2012 Ford F150) Unit #	2,182.82	2,910.43	-
60-604-928-420 - Repairs and Maint(2019 F-150 T-0	902.12	1,202.83	5,000.00
60-604-928-421 - Gas and Oil(2019 F150 T-03)	3,184.61	4,246.15	5,000.00
60-604-929-420 - Repairs & Maint(2019 F150 T-04)	604.98	806.64	5,000.00
60-604-929-421 - Gas & Oil(2019 F150 T-04)	3,365.91	4,487.88	3,800.00
608 ENVIRON. SERVICES - SEWERS	-	-	-
60-608-504-823 - Lagoon Property Pils	5,430.63	7,240.84	5,290.00
60-608-610-280 - Repairs & Maint	65.12	86.83	-
60-608-610-282 - Hydro	35,836.78	47,782.37	42,500.00
60-608-610-290 - Bell Line	530.65	707.53	500.00
60-608-612-603 - Contracted Services	-	-	8,500.00
60-608-740-282 - Hydro For Pumping Stations	10,658.56	14,211.41	12,000.00
60-608-740-602 - Pumping Station(Material)	-	-	1,000.00
60-608-740-603 - Contracted Services	5,895.63	7,860.84	-
60-608-999-230 - Waste Water Empl Certs (Payroll)	490.00	653.33	1,000.00
610 ENVIRON. SERVICES - WATER	-	-	-
60-612-509-000 - TO LANDFILL RESERVE (TIP FEE	-	35,575.51	47,175.00
60-612-576-297 - Insurance	7,331.10	7,331.10	6,100.00
60-612-576-298 - Advertising	-	-	375.00
60-612-576-299 - Office Supplies (landfill)	975.88	1,301.17	-
60-612-578-311 - Legal Fees(Landfill)	6,237.39	7,737.39	7,500.00
60-612-578-313 - Engineering (Landfill)	25,055.72	33,407.63	20,000.00
60-612-578-804 - Testing (Landfill)	30,978.13	35,978.13	35,000.00
60-612-680-900 - Garbage Collection Per Contract	121,340.34	161,787.52	161,787.52
60-612-682-900 - Landfill Maintenance Contract	167,621.52	215,000.00	215,000.00
60-612-684-602 - Materials for Landfill	5,816.98	10,816.98	3,500.00

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60-612-684-603 - Contracted Services(Landfill)	27,846.66	67,846.66	70,000.00
60-612-684-610 - Landfill Buffer Taxes	1,749.50	1,749.50	1,705.00
60-612-684-652 - Covering(Sand)	12,821.76	12,821.76	10,000.00
614 ENVIRON. SERVICES - RECYCLING	-	-	-
60-614-686-603 - Hazardous Waste Disposal(North I	-	-	3,850.00
60-614-686-900 - Recycling Collection Per Contract	85,888.98	85,889.17	85,889.17
60-614-686-905 - Contracted Services - Processing	10,463.70	13,951.60	15,000.00
999 MISC	-	-	-
60-999-662-282 - Street Lighting - Hydro	11,066.93	14,755.91	13,500.00
60-999-662-602 - Street Lighting - Parts	-	-	3,500.00
60-999-662-603 - Street Lighting-Contract Serv	172.99	230.65	-
62 WATER DEPARTMENT	-	-	-
610 ENVIRON. SERVICES - WATER	-	-	-
62-610-019-056 - Water Contra Capital	15,412.31	40,412.31	-
62-610-442-000 - Municipal Drinking Water License I	170.00	170.00	-
62-610-532-230 - Process and Compliance Technici	-	-	-
62-610-532-603 - Contracted Services(OCWA)	224,404.94	311,156.34	311,156.34
62-610-570-000 - Capital Purchases(Water)	37,605.01	50,105.01	50,000.00
62-610-576-290 - Telephone	1,080.00	1,440.00	2,500.00
62-610-576-291 - After Hours Emergency Number Fe	731.98	975.97	3,000.00
62-610-576-298 - Advertising & Subscriptions	70.80	94.40	-
62-610-576-299 - Office Supplies & Postage	192.01	256.01	250.00
62-610-584-000 - Courses And Training	330.00	440.00	-
62-610-602-290 - Bell Line(Telephone)	67.74	90.32	-
62-610-602-430 - Repairs & Maint	-	-	3,500.00
62-610-604-602 - Materials(Water)	7,405.14	9,873.52	2,500.00
62-610-604-603 - Contract Services (Water Digs)	42,455.61	47,455.61	15,000.00
62-610-606-602 - Material	2,332.41	3,109.88	-
62-610-606-603 - Contracted Services	9,748.21	9,748.21	-
62-610-607-282 - Reservoir Hydro	1,004.93	1,339.91	2,100.00
62-610-634-602 - Hydrants(Material)	-	-	15,000.00
62-610-850-282 - Hydro For Water Pumps	68,032.09	90,709.45	68,000.00
62-610-850-296 - Water Station Internet Charges	1,425.56	1,900.75	1,000.00
62-610-850-603 - Contracted Services(Waterworks C	-	-	1,000.00
62-610-999-000 - Roof Repairs/Maintenance	3,477.58	3,477.58	500.00
62-610-999-230 - Water Dist Empl Certs (Payroll)	2,242.64	2,990.19	3,500.00
62-610-999-603 - Contracted Services	-	-	4,400.00
62-610-999-653 - CPR Lease Payment for Water Lin	4,086.61	4,086.61	2,696.00
64 WATERFRONT	-	-	-
640 WATERFRONT	-	-	-
64-640-572-262 - IT Hardware and Supplies	-	-	1,000.00
64-640-576-290 - Telephone	-	-	500.00
64-640-702-602 - Material(Docks)	24,227.66	24,227.66	35,000.00
64-640-730-282 - Hydro(Shore Power)	1,033.30	1,377.73	1,600.00
64-640-730-410 - Gen Supplies	1,135.87	1,385.87	500.00
64-640-730-703 - Gen Maint	560.35	747.13	5,000.00
64-640-870-721 - Pump Out (Sewage)	1,043.26	1,391.01	600.00
64-640-870-724 - Slips (Docks)	9,708.56	9,708.56	-
70 PARKS & RECREATION	-	-	-
700 MIKE RODDEN ARENA	-	-	-
70-700-444-000 - Youth Program & Canada Day	15,622.63	15,622.63	8,000.00
70-700-504-309 - Financing charge - GMC Sierra	513.78	685.04	774.88
70-700-534-230 - Recreation Staff	102,120.45	136,160.60	261,163.00

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70-700-534-231 - Student Wages	96,181.35	128,241.80	92,106.00
70-700-534-235 - Recreation Supervisor	25,663.92	34,218.56	-
70-700-546-230 - Director of Community Services	21,568.73	43,138.00	43,138.00
70-700-568-240 - U.I.C.	(67.71)	(67.71)	9,102.00
70-700-568-241 - C.P.P.	(140.30)	(140.30)	19,389.00
70-700-568-244 - Omers	(177.94)	(177.94)	30,338.00
70-700-568-245 - Ontario Health Tax	(57.79)	(57.79)	8,577.00
70-700-568-246 - Worker'S Comp	3,188.26	4,251.01	13,158.00
70-700-568-247 - Employee Health Benefits	26,580.71	35,440.95	59,613.00
70-700-568-250 - Clothing Allowance	2,595.65	3,460.87	2,215.00
70-700-568-251 - Vacation	15,698.46	20,931.28	-
70-700-568-252 - Statutory Holiday	9,446.35	12,595.13	-
70-700-568-253 - Sick Time	7,849.70	10,466.27	-
70-700-570-471 - Arena Improvements	-	-	1,500.00
70-700-570-999 - Capital - Other(RinC)	559.67	746.23	-
70-700-572-264 - IT Services/Hardware & Software	944.46	1,259.28	1,500.00
70-700-576-290 - Telephone	351.09	468.12	3,200.00
70-700-576-296 - Internet Costs	1,423.80	1,898.40	850.00
70-700-576-297 - Insurance	-	-	400.00
70-700-576-298 - Advertising & Subscriptions	1,039.52	1,386.03	1,000.00
70-700-576-299 - Office Supplies	1,646.05	2,194.73	1,500.00
70-700-583-000 - Health & Safety	1,124.32	1,499.09	1,500.00
70-700-584-000 - Membership Fees	1,525.50	2,034.00	-
70-700-726-580 - Ice Resurfacers Maint	5,595.32	8,460.43	8,500.00
70-700-726-581 - Ice Plant Maint	992.16	11,322.88	8,500.00
70-700-736-280 - Arena Maintenance	35,015.35	46,687.13	40,000.00
70-700-736-281 - Heat	14,978.70	19,971.60	13,000.00
70-700-736-282 - Hydro	35,163.78	46,885.04	48,000.00
70-700-736-283 - Janitor'S Supplies	1,785.21	2,380.28	3,000.00
70-700-736-410 - General Supplies	3,353.12	4,470.83	1,000.00
70-700-736-560 - Fire Alarm Monitoring/Elevator	2,261.73	3,015.64	1,600.00
70-700-870-430 - Equip Maintenance	40.69	54.25	2,000.00
70-700-919-420 - Repairs & Maint (2012 Ford F150)	2,101.06	2,801.41	-
70-700-920-420 - Repairs & Maint 2022 GMC Sierra	4,293.24	5,724.32	2,500.00
70-700-920-421 - Gas & Oil 2022 GMC Sierra	2,937.88	3,917.17	6,300.00
70-700-999-341 - Association Fees	-	-	200.00
70-700-999-999 - Recreation Expenses(Memorial Be	383.46	511.28	1,000.00
710 RECREATION PROGRAMS	-	-	-
70-710-448-602 - Materials/Supplies/Rep MaintFood	2,662.54	3,550.05	-
70-710-448-603 - Contracted Services(Food Bank)	360.64	480.85	-
70-710-570-002 - Capital (Ballfield)	25,097.07	25,097.07	-
70-710-708-282 - Hydro	327.03	436.04	850.00
70-710-708-652 - Ballfield Maintenance	6,575.15	6,575.15	250.00
70-710-718-652 - Main St & Green Area Maintenance	35,439.03	35,439.03	30,000.00
70-710-760-281 - Hot Water Tank Rental (Museum)	161.89	215.85	225.00
70-710-760-282 - Hydro (Museum)	4,919.91	6,559.88	5,900.00
70-710-760-652 - Maintenance(Museum)	417.36	556.48	1,500.00
70-710-780-431 - Program Supplies	14.68	19.57	300.00
70-710-781-106 - Fitness Classes Registration	(1,920.50)	-	-
70-710-781-107 - Inservice Courses/Workshops	(4,200.00)	(420.00)	-
70-710-785-390 - Youth Minor Ball Exp	2,632.95	2,632.95	1,500.00
70-710-786-390 - Youth Minor Ball Hockey Expenses	576.98	576.98	-
70-710-999-370 - Tourism Promotion	6,200.00	6,658.00	2,500.00

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70-710-999-371 - VMUTS Annual Sponsorship	16,000.00	16,000.00	15,000.00
730 SPLASHPAD/TIMMINS PARK	-	-	-
70-730-720-282 - Hydro(Splashpad/Timmings Park)	328.93	438.57	450.00
70-730-720-652 - Splashpad/Timmings Park Maint	305.28	305.28	1,500.00
750 CULTURAL	-	-	-
70-750-732-650 - Town Subsidy	-	-	30,400.00
70-750-732-999 - Library - Other	137.38	137.38	-
760 CURLING CLUB	-	-	-
70-760-570-000 - Capital Purchases for Fitness Cent	8,000.00	-	-
70-760-583-000 - Health & Safety for Fitness Centre	702.14	702.14	-
70-760-790-280 - Maintenance	26,645.05	6,645.05	5,000.00
70-760-790-281 - Heat/Heating Equipment	4,046.89	5,395.85	6,000.00
70-760-790-282 - Hydro	8,731.83	11,642.44	14,500.00
70-760-790-283 - General Expenses	324.24	432.32	500.00
70-760-790-290 - Telephone	474.87	633.16	150.00
70-760-790-296 - Internet	356.93	475.91	1,800.00
70-760-790-651 - Lease	-	(15,000.00)	(15,000.00)
800 PLANNING	-	-	-
80-800-513-000 - Planning & Zoning	100.00	2,600.00	2,500.00
80-800-990-315 - Official Plan Consulting Fees	46,934.48	100,000.00	100,000.00
810 DEVELOPMENT	-	-	-
80-810-570-000 - LTC Home Property Purchase	10,000.00	10,000.00	10,000.00
80-810-570-900 - LTC Home Construction	-	36,228.00	120,000.00
80-810-570-304 - Seniors Housing Debt Repayment	-	38,265.00	-
80-810-670-603 - Connecting Links-Contracted Servi	-	-	-
80-810-770-280 - RSV Building Maintenance	9,158.40	12,211.20	5,000.00
80-810-770-297 - RSV Building Insurance	14,713.90	14,713.90	10,600.00
80-810-996-000 - Capital Expenditures - Dorion	513,352.66	76,000.00	76,000.00
80-810-999-376 - Blue Sky Corp/CGIS	9,751.37	9,751.37	-
80-820-996-298 - Advertising	1,979.22	1,979.22	1,200.00
80-820-996-311 - Legal/Professional Fees	-	-	7,500.00
80-820-996-313 - Project Management Fees - Dorior	177,078.32	177,078.32	175,000.00
80-820-996-603 - Contracted Services	45,454.25	1,162,981.05	1,223,439.00
80-825-986-313 - Grant Application - HSWS	16,284.14	16,284.14	2,500.00
80-825-996-313 - Project Management - Muniiciapl L	46,089.64	50,000.00	50,000.00
830 333 MAIN ST	-	-	-
80-835-996-313 - Project Management Fee - CP Tre	4,092.02	22,500.00	22,500.00
80-840-996-313 - Project Management Fee - Brook S	7,469.18	7,500.00	7,500.00
80-840-996-314 - Proj Mgmt Fees	475.73	475.73	-
80-845-975-313 - Project Management - Main St Cor	77,151.83	184,873.00	184,873.00
80-850-975-313 - Project Management-MB Bridge - C	29,693.57	225,000.00	225,000.00
80-855-975-313 - Project Mgmt Fee - Marina	26,302.42	50,000.00	50,000.00
80-602-960-900 - NORDS Road Project		441,846.00	
	6,207,415.71	9,343,443.54	9,179,135.55
	-		
CASH SURPLUS (DEFICIT)	(48,835.46)	28,503	-

TOWN OF MATTAWA
3rd Quarter Results - Fcst'd to Y/E
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	General Government			Capital Projects		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Interest on taxes	197,607	162,023	35,584			-
Dorion - NORDS			-	441,846	-	441,846
Mattawan - MDRA			-	110,301	250,000	(139,699)
V-Days - ticket sales			-			-
V-Days - sponsorships			-			-
V-Days - Bar sales			-			-
V-Days - Camping			-			-
Grants/Highway calls			-			-
MTO revenue			-			-
Scrap metal revenue			-			-
Tipping fees			-			-
Summer students			-			-
Misc revenue			-			-
Slip rentals			-			-
Ice rentals			-			-
Mattawa sports and fitness			-			-
RVS			-			-
All others	4,681,980	4,684,862	(2,882)	1,673,809	1,674,229	(420)
Total	4,879,587	4,846,885	32,702	2,225,956	1,924,229	301,727
EXPENSES						
Salaries	373,147	447,355	74,208			-
Benefits	336,763	171,092	(165,671)			-
D Licensing			-			-
General Maintenance			-			-
Insurance	167,067	132,000	(35,067)			-
Utilities			-			-
Postage	10,817	6,400	(4,417)			-
Photocopier	11,387	4,300	(7,087)			-
Advertising	20,116	6,000	(14,116)			-
HR	8,642	20,000	11,358			-
Integrity Commissioner	-	15,000	15,000			-
P&P & strat plan	78,256	15,000	(63,256)			-
Conferences	8,105	20,000	11,895			-
State of Emergency	(9,550)	-	9,550			-
HSWS	16,284	2,500	(13,784)			-
Dorion - ICIP			-	1,416,059	1,474,439	58,380
Dorion - NORDS			-	441,846	-	(441,846)
Mattawan			-	50,827	265,957	215,130
V-Days - Bar expenses			-			-
V-Days- Entainment			-			-
V-Days - Marketing			-			-
V-Days - Grounds expense			-			-
Truck maintenance			-			-
Capital expenses			-			-
Water digs			-			-
Landfill reserve			-			-
Landfill engineering			-			-
Landfill material			-			-
Youth program and Canada Day			-			-
Ice Plant/mtnce			-			-
Ballfield			-			-
Main St/Green Area Mtnce			-			-
Library			-			-
RVS			-			-
All others	750,013	747,535	(2,478)	409,873	409,873	-
Total	1,771,046	1,587,182	(183,864)	2,318,606	2,150,269	(168,336)
DEPARTMENT NET	3,108,541	3,259,703	(151,162)	(92,650)	(226,040)	133,391

TOWN OF MATTAWA
3rd Quarter Results - Fcst'd to Y/E
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	Voyageur Days			Protection		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Interest on taxes			-			-
Dorion - NORDS			-			-
Mattawan - MDRA			-			-
V-Days - ticket sales	216,435	266,000	(49,565)			-
V-Days - sponsorships	18,500	42,000	(23,500)			-
V-Days - Bar sales	144,926	100,000	44,926			-
V-Days - Camping	4,000	11,000	(7,000)			-
Grants/Highway calls			-	60,351	33,230	27,121
MTO revenue			-			-
Scrap metal revenue			-			-
Tipping fees			-			-
Summer students			-			-
Misc revenue			-			-
Slip rentals			-			-
Ice rentals			-			-
Mattawa sports and fitness			-			-
RVS			-			-
All others	78,470	81,000	(2,530)	14,126	13,827	299
Total	462,331	500,000	(37,669)	74,477	47,057	27,420
EXPENSES						
Salaries			-	216,437	277,767	61,330
Benefits			-	23,699	83,728	60,029
D Licensing			-	1,461	8,400	6,939
General Maintenance			-			-
Insurance			-			-
Utilities			-			-
Postage			-			-
Photocopier			-			-
Advertising			-			-
HR			-			-
Integrity Commissioner			-			-
P&P & strat plan			-			-
Conferences			-			-
State of Emergency			-			-
HSWS			-			-
Dorion - ICIP	-	-	-			-
Dorion - NORDS	-	-	-			-
Mattawan	-	-	-			-
V-Days - Bar expenses	74,043	53,500	(20,543)			-
V-Days- Entainment	354,928	370,881	15,953			-
V-Days - Marketing	5,379	12,500	7,121			-
V-Days - Grounds expense	40,553	56,500	15,947			-
Truck maintenance			-	48,375	20,300	(28,075)
Capital expenses			-	102,496	80,500	(21,996)
Water digs			-			-
Landfill reserve			-			-
Landfill engineering			-			-
Landfill material			-			-
Youth program and Canada Day			-			-
Ice Plant/mtnce			-			-
Ballfield			-			-
Main St/Green Area Mtnce			-			-
Library			-			-
RVS			-			-
All others	6,382	6,619	237	662,911	657,786	(5,125)
Total	481,285	500,000	18,715	1,055,379	1,128,481	73,102
DEPARTMENT NET	(18,954)	0	(18,954)	(980,902)	(1,081,424)	100,522

TOWN OF MATTAWA
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	Info Centre			Garbage/Recycling/Landfill		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Interest on taxes			-			-
Dorion - NORDS			-			-
Mattawan - MDRA			-			-
V-Days - ticket sales			-			-
V-Days - sponsorships			-			-
V-Days - Bar sales			-			-
V-Days - Camping			-			-
Grants/Highway calls			-			-
MTO revenue	27,364	34,000	(6,636)			-
Scrap metal revenue			-	4,049	10,000	(5,951)
Tipping fees			-	62,667	85,000	(22,333)
Summer students			-			-
Misc revenue			-			-
Slip rentals			-			-
Ice rentals			-			-
Mattawa sports and fitness			-			-
RVS			-			-
All others	3,266	3,725	(459)	239,923	235,682	4,241
Total	30,630	37,725	(7,095)	306,639	330,682	(24,043)
EXPENSES						
Salaries	68,762	119,379	50,617			-
Benefits	20,199	41,296	21,097			-
D Licensing			-			-
General Maintenance			-			-
Insurance			-			-
Utilities	1,682	5,800	4,118			-
Postage			-			-
Photocopier			-			-
Advertising			-			-
HR			-			-
Integrity Commissioner			-			-
P&P & strat plan			-			-
Conferences			-			-
State of Emergency			-			-
HSWS			-			-
Dorion - ICIP			-			-
Dorion - NORDS			-			-
Mattawan			-			-
V-Days - Bar expenses			-			-
V-Days- Entainment			-			-
V-Days - Marketing			-			-
V-Days - Grounds expense			-			-
Truck maintenance			-			-
Capital expenses			-			-
Water digs			-			-
Landfill reserve			-	35,576	47,175	11,599
Landfill engineering			-	33,408	20,000	(13,408)
Landfill material			-	10,817	3,500	(7,317)
Youth program and Canada Day			-			-
Ice Plant/mtnce			-			-
Ballfield			-			-
Main St/Green Area Mtnce			-			-
Library			-			-
RVS			-			-
All others	10,837	10,150	(687)	611,394	612,207	813
Total	101,480	176,625	75,145	691,194	682,882	(8,312)
DEPARTMENT NET	(70,851)	(138,900)	68,049	(384,555)	(352,200)	(32,356)

TOWN OF MATTAWA
3rd Quarter Results - Fcst'd to Y/E
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	Water & Sewer			Parks & Rec		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Interest on taxes			-			-
Dorion - NORDS			-			-
Mattawan - MDRA			-			-
V-Days - ticket sales			-			-
V-Days - sponsorships			-			-
V-Days - Bar sales			-			-
V-Days - Camping			-			-
Grants/Highway calls			-			-
MTO revenue			-			-
Scrap metal revenue			-			-
Tipping fees			-			-
Summer students			-	12,196	19,850	(7,654)
Misc revenue			-	-	8,500	(8,500)
Slip rentals			-	18,159	14,000	4,159
Ice rentals			-	42,960	30,500	12,460
Mattawa sports and fitness			-	10,444	4,500	5,944
RVS			-			-
All others	1,159,495	1,156,930	2,566	127,973	120,578	7,395
Total	1,159,495	1,156,930	2,566	211,732	197,928	13,804
EXPENSES						
Salaries			-	341,759	396,407	54,648
Benefits			-	86,702	142,392	55,690
D Licensing			-			-
General Maintenance			-	747	5,000	4,253
Insurance			-			-
Utilities	9070945%	68,000	(22,709)	66,857	61,000	(5,857)
Postage			-			-
Photocopier			-			-
Advertising			-			-
HR			-			-
Integrity Commissioner			-			-
P&P & strat plan			-			-
Conferences			-			-
State of Emergency			-			-
HSWS			-			-
Dorion - ICIP			-			-
Dorion - NORDS			-			-
Mattawan			-			-
V-Days - Bar expenses			-			-
V-Days- Entainment			-			-
V-Days - Marketing			-			-
V-Days - Grounds expense			-			-
Truck maintenance			-			-
Capital expenses	40,412	-	(40,412)			-
Water digs	60,439	21,000	(39,439)			-
Landfill reserve			-			-
Landfill engineering			-			-
Landfill material			-			-
Youth program and Canada Day			-	15,623	8,000	(7,623)
Ice Plant/mtnce			-	76,391	64,600	(11,791)
Ballfield			-	31,672	250	(31,422)
Main St/Green Area Mtnce			-	35,439	30,000	(5,439)
Library			-			-
RVS			-			-
All others	466,814	467,892	1,078	162,153	154,100	(8,053)
Total	658,375	556,892	(101,483)	817,343	861,749	44,406
DEPARTMENT NET	501,120	600,037	(98,917)	(605,611)	(663,821)	58,210

TOWN OF MATTAWA
3rd Quarter Results - Fcst'd to Y/E
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	Public Works			All others		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Interest on taxes			-			-
Dorion - NORDS			-			-
Mattawan - MDRA			-			-
V-Days - ticket sales			-			-
V-Days - sponsorships			-			-
V-Days - Bar sales			-			-
V-Days - Camping			-			-
Grants/Highway calls			-			-
MTO revenue			-			-
Scrap metal revenue			-			-
Tipping fees			-			-
Summer students			-			-
Misc revenue			-			-
Slip rentals			-			-
Ice rentals			-			-
Mattawa sports and fitness			-			-
RVS			-	-	120,000	-
All others			-	21,100	17,700	3,400
Total	-	-	-	21,100	137,700	3,400
EXPENSES						
Salaries	438,856	465,165	26,309			-
Benefits	143,057	160,911	17,854			-
D Licensing			-			-
General Maintenance			-			-
Insurance			-			-
Utilities			-			-
Postage			-			-
Photocopier			-			-
Advertising			-			-
HR			-			-
Integrity Commissioner			-			-
P&P & strat plan			-			-
Conferences			-			-
State of Emergency			-			-
HSWS			-			-
Dorion - ICIP			-			-
Dorion - NORDS			-			-
Mattawan			-			-
V-Days - Bar expenses			-			-
V-Days- Entainment			-			-
V-Days - Marketing			-			-
V-Days - Grounds expense			-			-
Truck maintenance	52,332	20,000	(32,332)			-
Capital expenses	1,884	15,000	13,116			-
Water digs			-			-
Landfill reserve			-			-
Landfill engineering			-			-
Landfill material			-			-
Youth program and Canada Day			-			-
Ice Plant/mtnce			-			-
Ballfield			-			-
Main St/Green Area Mtnce			-			-
Library			-	137	30,400	30,263
RVS			-	73,153	145,600	72,447
All others	312,607	310,236	(2,371)	426,709	387,744	(38,965)
Total	948,736	971,312	22,576	499,999	563,744	63,745
DEPARTMENT NET	(948,736)	(971,312)	22,576	(478,899)	(426,044)	(52,855)

TOWN OF MATTAWA
3rd Quarter Results - Fcst'd to Y/E
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	Total All Departments		
	Actual	Budget	Variance
REVENUE			
Interest on taxes	197,607	162,023	35,584
Dorion - NORDS	441,846	-	441,846
Mattawan - MDRA	110,301	250,000	(139,699)
V-Days - ticket sales	216,435	266,000	(49,565)
V-Days - sponsorships	18,500	42,000	(23,500)
V-Days - Bar sales	144,926	100,000	44,926
V-Days - Camping	4,000	11,000	(7,000)
Grants/Highway calls	60,351	33,230	27,121
MTO revenue	27,364	34,000	(6,636)
Scrap metal revenue	4,049	10,000	(5,951)
Tipping fees	62,667	85,000	(22,333)
Summer students	12,196	19,850	(7,654)
Misc revenue	-	8,500	(8,500)
Slip rentals	18,159	14,000	4,159
Ice rentals	42,960	30,500	12,460
Mattawa sports and fitness	10,444	4,500	5,944
RVS	-	120,000	(120,000)
All others	8,000,142	7,988,532	11,610
Total	9,371,947	9,179,136	192,811
EXPENSES			
Salaries	1,438,961	1,706,073	267,112
Benefits	610,421	599,419	(11,002)
D Licensing	1,461	8,400	6,939
General Maintenance	747	5,000	4,253
Insurance	167,067	132,000	(35,067)
Utilities	159,248	134,800	(24,448)
Postage	10,817	6,400	(4,417)
Photocopier	11,387	4,300	(7,087)
Advertising	20,116	6,000	(14,116)
HR	8,642	20,000	11,358
Integrity Commissioner	-	15,000	15,000
P&P & strat plan	78,256	15,000	(63,256)
Conferences	8,105	20,000	11,895
State of Emergency	(9,550)	-	9,550
HSWS	16,284	2,500	(13,784)
Dorion - ICIP	1,416,059	1,474,439	58,380
Dorion - NORDS	441,846	-	(441,846)
Mattawan	50,827	265,957	215,130
V-Days - Bar expenses	74,043	53,500	(20,543)
V-Days- Entainment	354,928	370,881	15,953
V-Days - Marketing	5,379	12,500	7,121
V-Days - Grounds expense	40,553	56,500	15,947
Truck maintenance	100,706	40,300	(60,406)
Capital expenses	144,793	95,500	(49,293)
Water digs	60,439	21,000	(39,439)
Landfill reserve	35,576	47,175	11,599
Landfill engineering	33,408	20,000	(13,408)
Landfill material	10,817	3,500	(7,317)
Youth program and Canada Day	15,623	8,000	(7,623)
Ice Plant/mtnce	76,391	64,600	(11,791)
Ballfield	31,672	250	(31,422)
Main St/Green Area Mtnce	35,439	30,000	(5,439)
Library	137	30,400	30,263
RVS	73,153	145,600	72,447
All others	3,819,693	3,764,141	(55,552)
Total	9,343,444	9,179,136	(164,308)
DEPARTMENT NET	28,503	-	28,503



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE CAO/TREASURER

TITLE: MUNICIPAL CONFERENCES

DATE: MONDAY, OCTOBER 20, 2025

REPORT NO: 25-61R

BACKGROUND

The schedule is out for the 2026 round of municipal conferences.

ANALYSIS AND DISCUSSION

These municipal conferences are important to a community such as Mattawa because they are educational and provide attendees with updates on current events, recent developments and announcements. It is also a great networking opportunity.

Further, these conferences also allow for delegation meetings with ministry officials and often with the Minister, and accordingly, mayors are usually in attendance at these rare opportunities to meet with ministers.

Over the past few years, we attended ROMA, OSUM, FONOM, AMO and MFOA, the latter being for staff only. OSUM has been deemed to be less relevant.

In an effort to provide all council members the opportunity to attend while being financially prudent, the following is recommended for 2026:

CONFERENCE	Date	Location	Who should attend
ROMA	Sun Jan 18/26 to Tue Jan 20/26	Toronto	Mayor + 1 Councillor + CAO
OSUM	Wed Apr 29/26 to Fri May 1/26	Parry Sound	Not planning on attending
FONOM	Mon May 11/26 to Wed May 13/26	Timmins	Mayor + 1 Councillor + CAO
AMO	Sun Aug 16/26 to Wed Aug 19/26	Ottawa	Mayor + 1 Councillor + CAO
MFOA	Tue Sep 22/26 to Fri Sep 25/26	Collingwood	Treasurer or Deputy-Treasurer

Note: It is not mandatory for a Councillor to attend along with the Mayor. It is suggested, however, that Councillors decide amongst themselves who would like to go to which conference with a desired outcome that different Councillors go to different meetings.

FINANCIAL CONSIDERATION

The total cost per attendee per conference is \$2,500 to \$3,000 on average.

RELEVANT POLICY/LEGISLATION:

ATTACHMENTS:

RECOMMENDATION:

It is recommended that Council receives and accepts this report and further that Council approves the Mayor and CAO to attend the conferences as indicated in this report and that Councillors advise staff as to whom will attend which conference, if any.

BE IT RESOLVED THAT Council for the Town of Mattawa receives report # 25-61R titled Municipal Conferences.

AND FURTHER THAT Council approves the Mayor and CAO to attend the conferences as indicated in this report.

AND FURTHER THAT Councillors advise staff as to whom will attend which conference, if any.

DATE: MONDAY OCTOBER 20, 2025

12.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the October 20, 2025 meeting adjourn at _____ p.m.