



**REGULAR MEETING OF COUNCIL
AGENDA
MONDAY SEPTEMBER 8, 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 September 8, 2025 be adopted
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
 - 5.1 Andre Clement, Integrity Management Consulting Group – Results for Strategic Plan Survey
- 6. Adoption of Minutes**
 - 6.1 Committee of the Regular Meeting of August 11, 2025
 - 6.2 To adopt the minutes as presented or amended
 - That Council adopt the August 11, 2025 minutes
- 7. Notice of Motions**
 - 7.1 Support for FONOM Advocating for the Adoption of 2+1 Highway System on Highways 11 & 17
 - 7.2 Change Order for Dorion Road Hill Reconstruction Project
- 8. Correspondence**
 - 8.1 Township of Papineau-Cameron – Request for Use of Mike Rodden Arena & Community Centre as Township Emergency Evacuation Centre
 - 8.2 Ministry of Transportation – Connecting Links 2026-27 Intake 11 Now Available
 - 8.3 Mattawa Minor Hockey Association – Letter of Gratitude for Ongoing Support

- 8.4 AMO – 2nd Annual Healthy Democracy Forum October 18-19, 2025
- 8.5 Ontario Clean Water Agency – Mattawa Water & Wastewater Systems Quarterly Operations Report
- 8.6 Strategic Plan Committee – Minutes of July 30 & August 13, 2025 Meeting
- 8.7 Ministry of Municipal Affairs & Housing – Proposed Updates to the Projection Methodology Guideline
- 8.8 Colleen Burton – Request for Slower Speed on Pine Street

9. Standing Committee Recommendations/Reports – Motions

- 9.1 Council Remuneration Policy Changes – Report # 25-44R
Report from Councillor Mathew Gardiner, Chair of Corporate Services Committee
- 9.2 Governance Policy 3 – Proposed Changes – Report # 25-45R
Report from Councillor Mathew Gardiner, Chair of Corporate Services Committee

10. Information Reports – Motions

- 10.1 Arts & Culture Economic Development – Report # 25-46R
Report from Councillor Spencer Bigelow
- 10.2 Mattawan & Bissett Street Lift Stations – Report # 25-47R
Report from Paul Laperriere, CAO/Treasurer
- 10.3 Cassellholme – Report # 25-48R
Report from Paul Laperriere, CAO/Treasurer

11. By-Laws

12. Old Business

- 12.1 Renaming of Hurdman Street Request for “Chick Webster”

13. New Business

- 13.1 Business/Organization Signage

14. Questions from Public Pertaining to Agenda

15. In Camera (Closed) Session

16. Return to Regular Session

17. Motions Resulting from Closed Session

18. Adjournment

- 18.1 Adjournment of the meeting

- That the September 8, 2025 meeting adjourn at _____ p.m.

DATE: MONDAY SEPTEMBER 8, 2025

3.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the meeting agenda dated Monday September 8, 2025 be adopted as amended to include a motion under section 7, 7.2 Change Order for Dorion Road Hill Reconstruction Project; and a delegation from Andre Clement, Integrity Management Consulting Group under section 5 to present the strategic plan survey results.



Strategic Planning Survey Findings

Contents

- Context

Importance Ratings

Key Drivers Improve Economic Development and to
Attract / Retain Residents

Verbatim Comments

- ▶ COUNCIL TRANSPARENCY / GOOD GOVERNANCE
- ▶ Economic Development
- ▶ Civic Works / Safety
- ▶ Resident services

Summary



Context

The purpose of the survey was to garner feedback from Mattawa and its surrounding communities on the importance of various issues that the Strategic Planning Work Group is presently contemplating.



Feedback Areas of Focus

Council Transparency /
Good Governance

Economic Development

Civic Works / Safety

Resident services

Summary of Importance Questions*

How important is...

- Q6. Mattawa's Council and Senior management collaborating with other.
- Q7. The reduction of the Council's size from 7 to 5 to Council's functioning.
- Q8. The mayor's authority with Strong Mayor Powers to Council's functioning .
- Q9. The Council's transparency in its dealings and decisions to Council's functioning.
- Q10. Mattawa pursuing amalgamation with any of its surrounding municipalities.
- Q11. Mattawa's planning to invest in the Town's capital projects.
- Q12. Mattawa pursuing growth and infrastructure improvements.
- Q13. The Town pursuing economic development for Mattawa and surrounding area.
- Q14. The Town's attraction and retention of residents to Mattawa.
- Q15. Mattawa's improvement to its services for seniors.
- Q16. Mattawa's improvement to its services for children and families.
- Q17. Improvement to Mattawa's Mike Rodden Arena.
- Q18. Improvement to Mattawa's Information Centre.
- Q19. Improvement to Mattawa's Water Front.
- Q20. Improvements to Mattawa's Curling Club.
- Q21. Improvement to Mattawa's Fitness Center.
- Q22. Improvement to Mattawa's Museum.
- Q23. How important are improvements to Mattawa's parks.
- Q24. Improvement, including, but not limited to re-opening Library.
- Q25. Improvement to Mattawa's Fire Hall.
- Q26. Improvement to Mattawa's Public Works facility.
- Q27. Revitalization of Mattawa's appearance.
- Q28. Improvement to the activity of Mattawa's residents like, but not limited to, walking and cycling.
- Q29. Security like flood mitigation or fire safety to Mattawa.
- Q30. The promotion of Mattawa's cultural history.

Respondents

- 110 individuals responded to the Mattawa Strategic Plan Survey.
- These 110 respondents said
 - 67% reside in Mattawa
 - 19% reside in Papineau-Cameron
 - 6% reside in Mattawan
 - 1% reside in Calvin
 - 6% reside elsewhere



Reporting

- Totals may not add up to 100% due to rounding.
- Many verbatim quotations are included in this report; some have been modified to ensure respondent anonymity.



Contents

Context

- Importance Ratings

Main Themes: Council's functioning, Improve Economic Development and Attract / Retain Residents

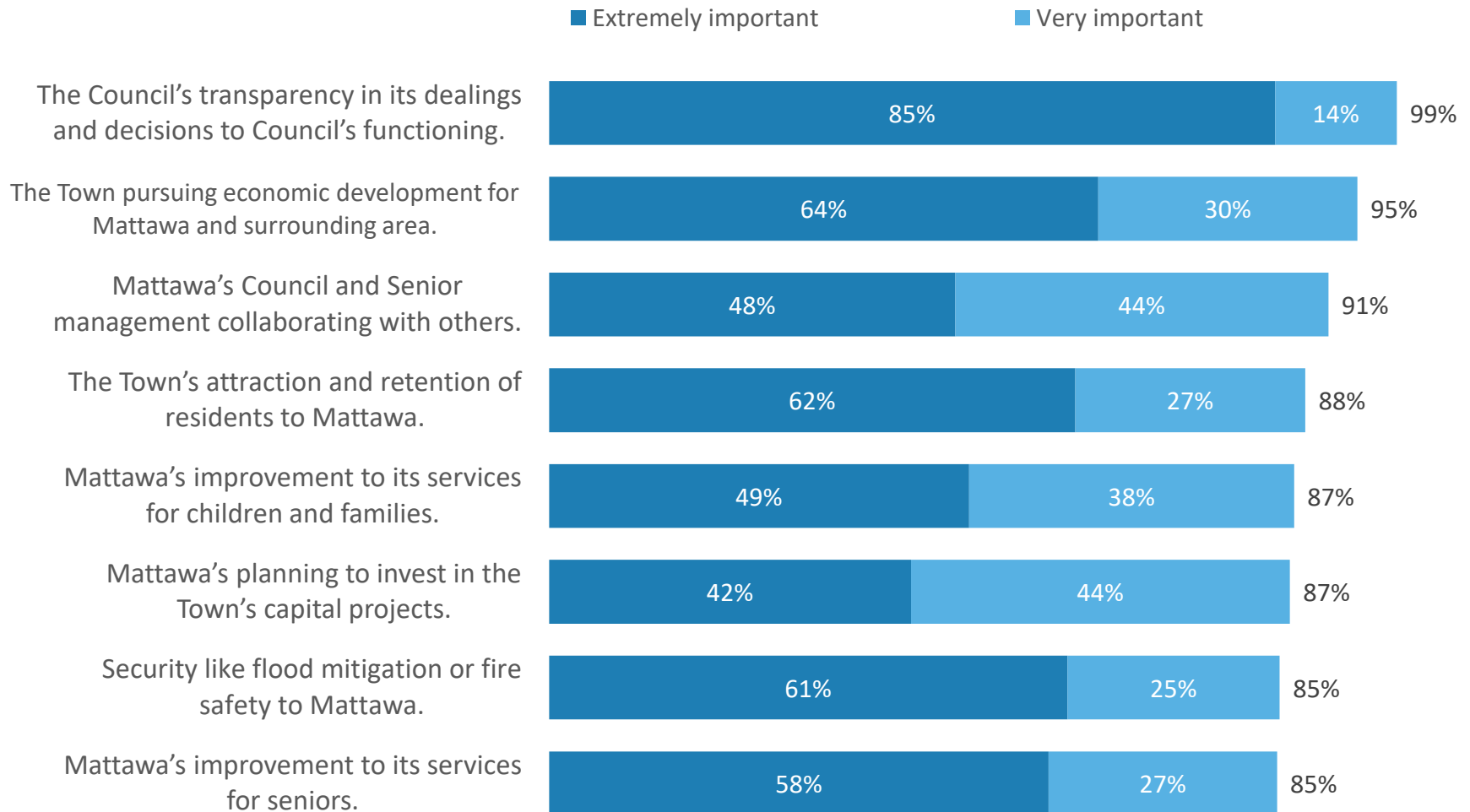
Verbatim Comments

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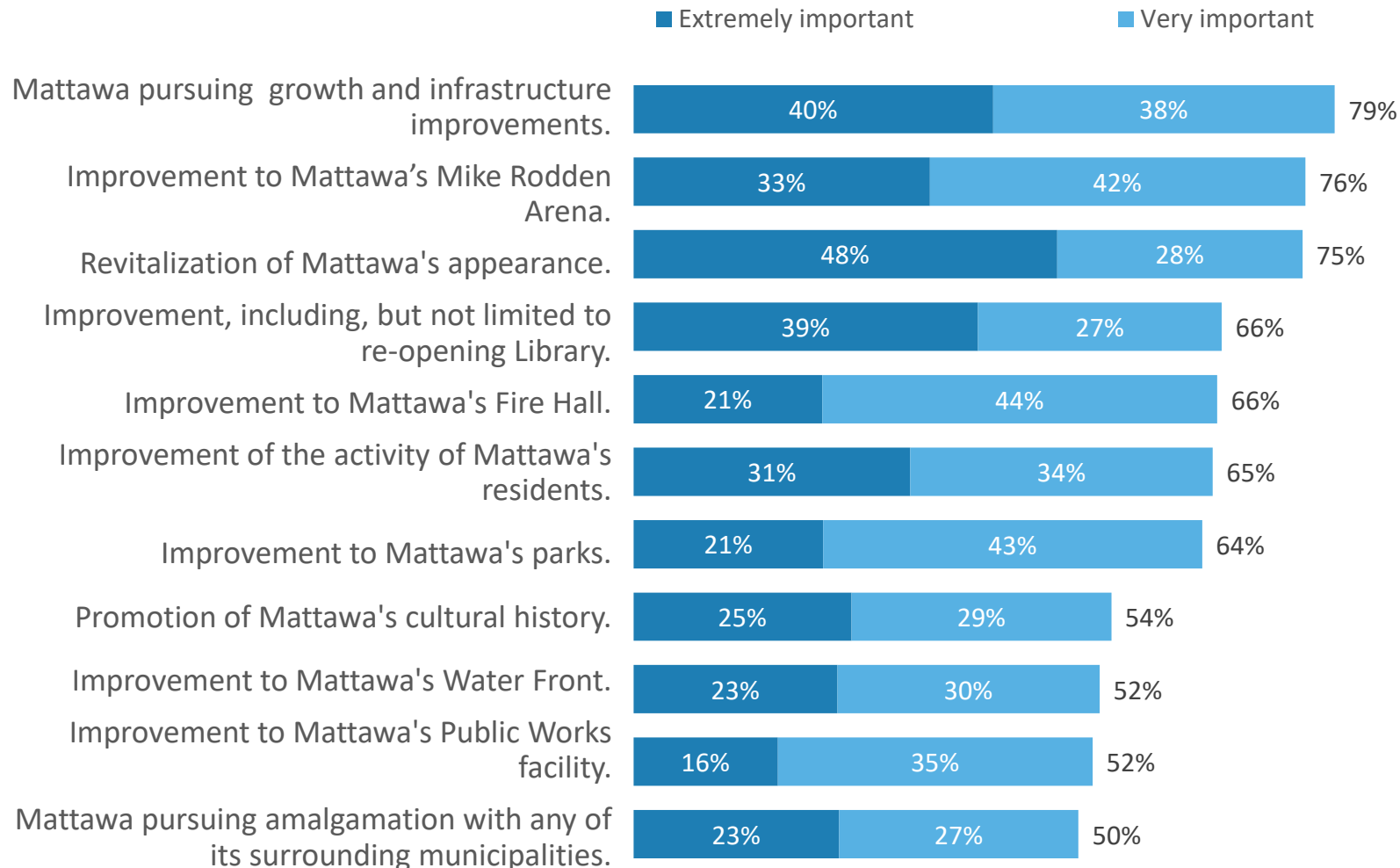
Summary



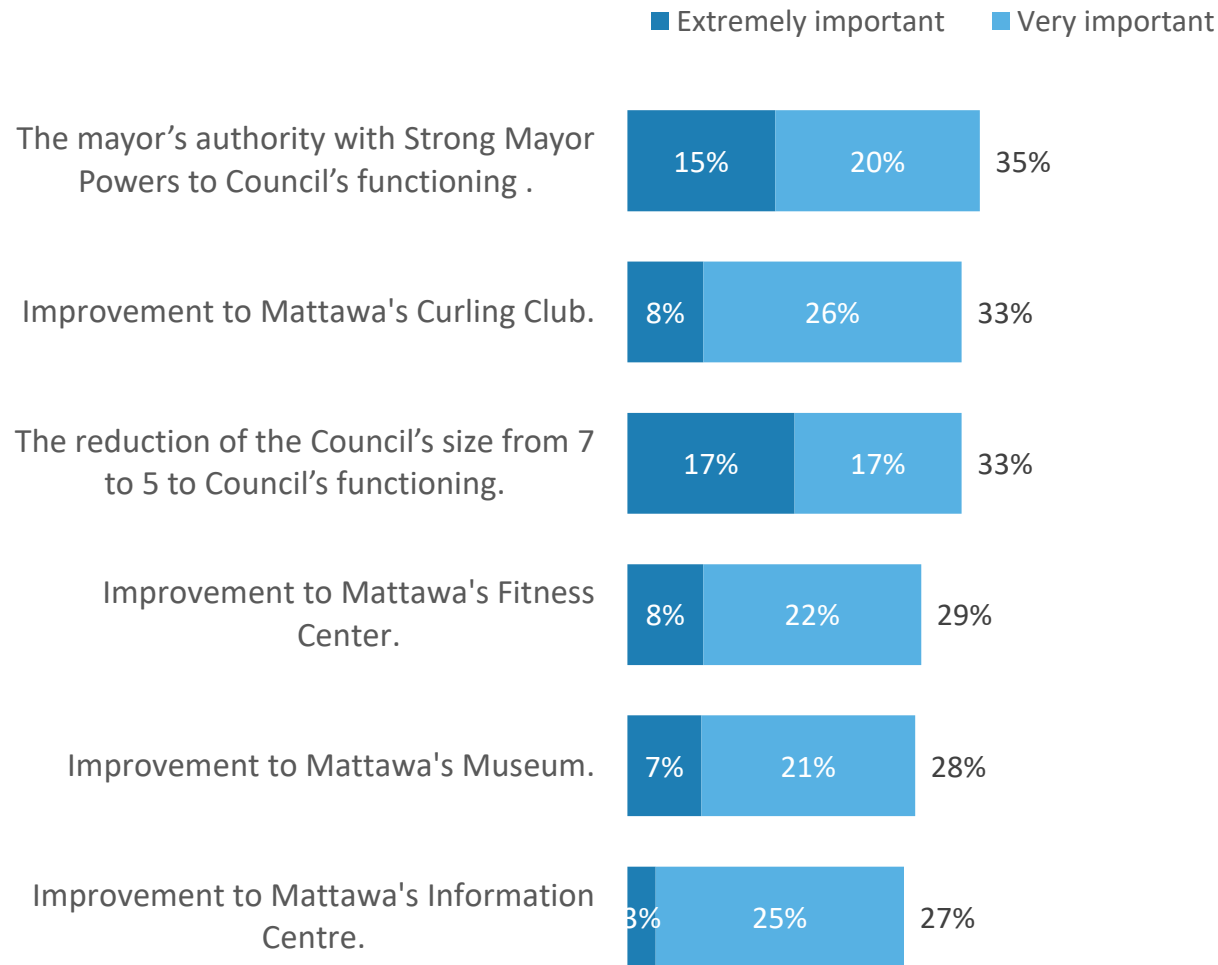
Eight issues were rated as extremely or very important by 85% or more respondents. Council transparency is the **top area for improvement**: 85% say improvement is "extremely" important.



The **middle tier of important** issues are improvements to municipal facilities and to services that respondents feel benefit most residents, as well as amalgamation.



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.



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Statistical Regression Analysis

Statistical Regression Analysis was applied to identify the unique influence of each issue on the key outcomes of interest: improving Council's functioning, economic development, and improving attraction / retention of residents.

Implications from Data Analysis

To satisfy Mattawa residents, the quantitative analysis here indicates that the Mattawa Council should focus on:



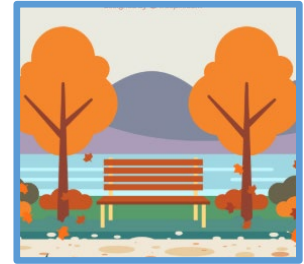
1. Improving Council Governance / Democratic Operations by:

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



2. Improving Economic Development by:

- Attracting / Retaining residents.
- Investing in the Town's capital projects.
- Collaborating with other parties.
- not amalgamating with surrounding municipalities.

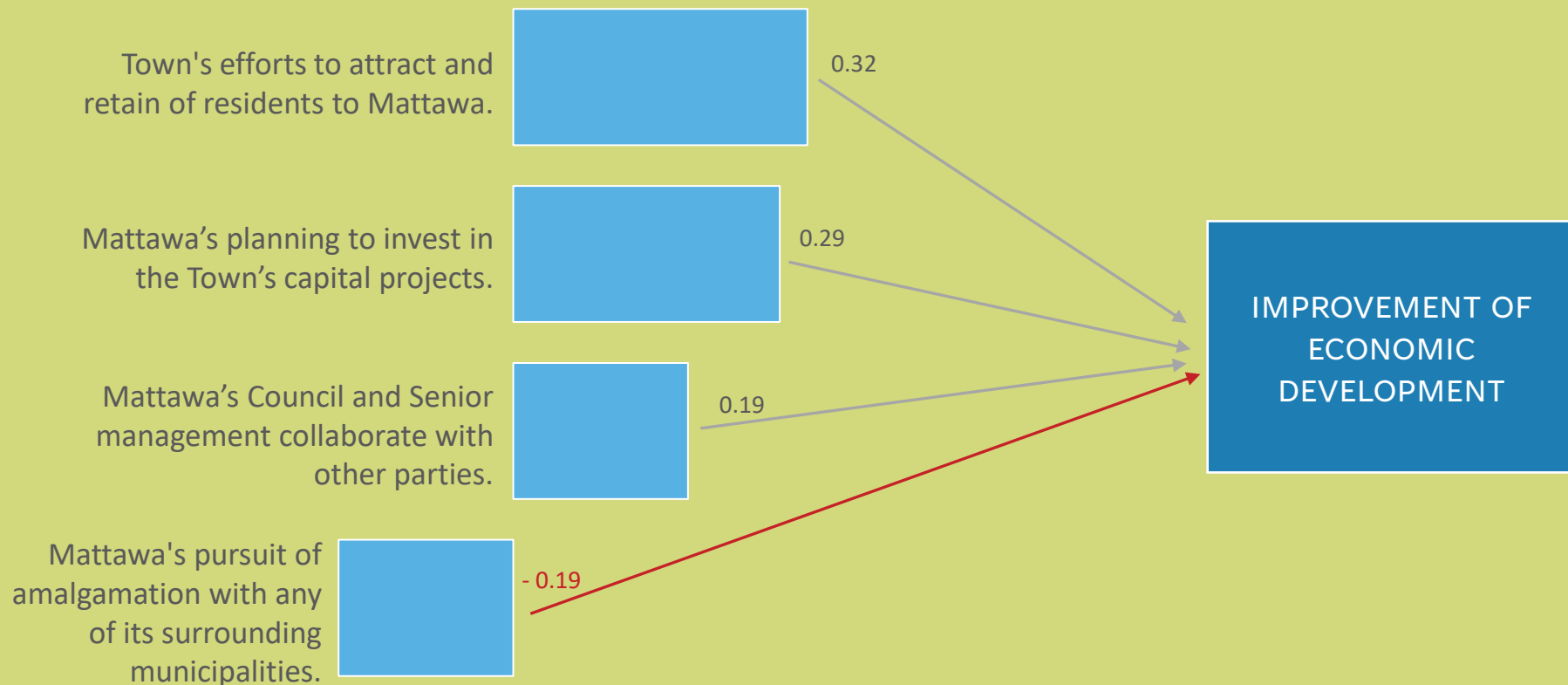


3. Improving Attraction/Retention of Residents by:

- 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.

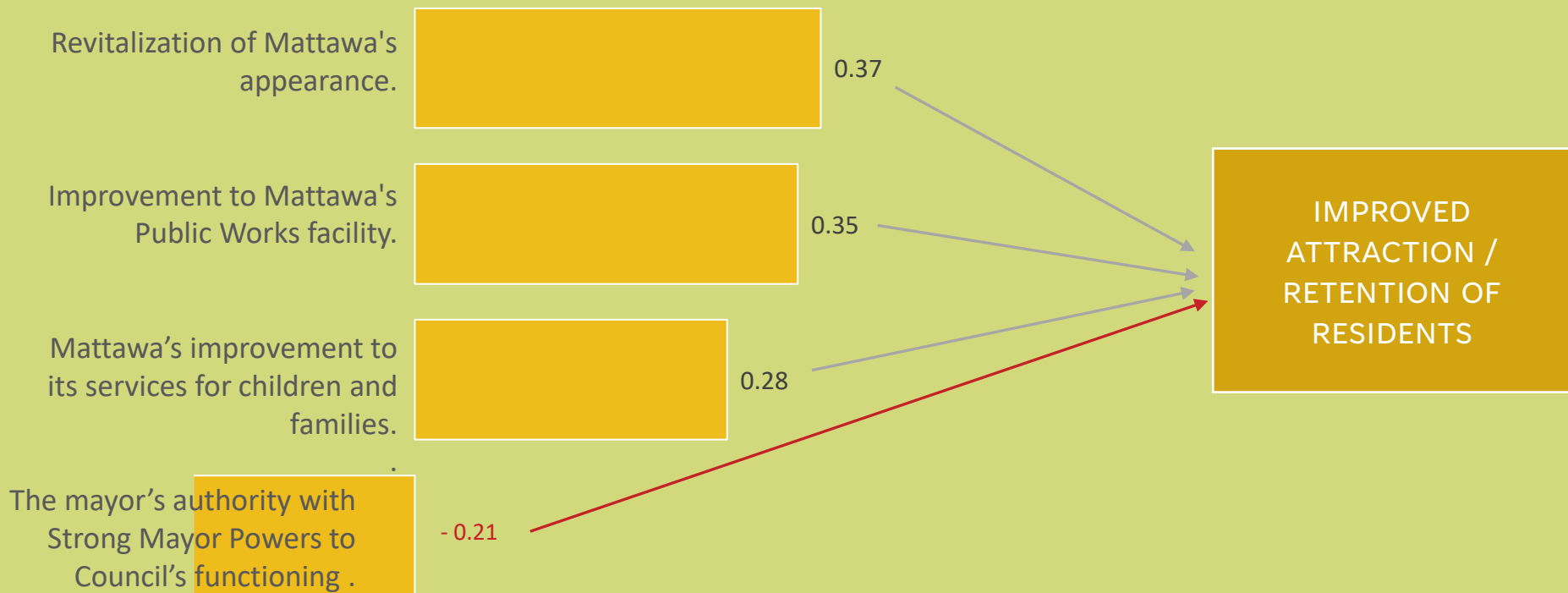
KEY DRIVERS TO IMPROVE ECONOMIC DEVELOPMENT

Statistical analysis reveals that respondents feel that the Town's efforts to attract and retain residents and the Town's planning to invest in capital project are the most important factors for improving economic development, followed by Mattawa's Council and Senior management collaborating with other parties. Of note, amalgamation is seen as having a negative influence on economic development.



KEY DRIVERS TO IMPROVE ATTRACTION/RETENTION OF RESIDENTS

When it comes to attracting and retaining residents, respondents feel that revitalizing Mattawa's appearance and improving the public works facilities are priorities, followed by improving services for children and families. The Mayor's strong authority under the Strong Mayor Powers act is seen as having a negative influence on attracting and retaining residents.



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Summary



Verbatim Comments

For each of the importance ratings questions in the survey, respondents were given the opportunity to provide open-ended responses.

This section of the Report provides some of those responses, organized by question and theme.



Importance of Council's transparency in its dealings and decisions.



Theme: Transparency is important and currently lacking

- Accountability to the taxpayers is the first responsibility as mayor and council to have a successful community and supportive community.
- Something our current council lacks. Unfortunately, many current council members campaigned about transparency however have fallen very short on following through.
- There is a lack of trust and faith in council when there is a lack of transparency. One can assume a hidden agenda and underhandedness as well as conflicts of interest. Trust is vital
- There are fully public legal actions that Mattawa residents never learn or hear of. When I ask, you always redirect.
- Transparency keeps everyone accountable to the taxpayers.

Importance to the Council's functioning of reducing the Council's size from 7 to 5



Opposed to Reducing Council Size

Theme: Need to maintain diversity of views on Council

- 7 is a good number, brings a variety of opinions not just the same few people making all the decisions.
- A huge mistake to reduce our current council size. The current size makes for a functional democratic government. Reducing only slides into dictatorship.
- I don't agree with reducing the size of council, because we need as many voices at council... It would be detrimental to our community to lose those extra voices and votes, it would give too much power to the ones running the town.
- It's better to have more people to make decisions than just a few. There would be less discussion on topics because mayor and deputy mayor would run the show and only do what they want no one else's opinion will matter.
- Reducing the number is not a good thing. It reduces the number of voices/perspectives/opinions that reflect the people of Mattawa.

Importance to the Council's functioning of reducing the Council's size from 7 to 5



In Favour of Reducing Council Size

Theme: 5 Councillors can get Council's work done

- All around Mattawa, communities (other than North Bay) have 5 councillors and appear to be functioning just fine.
- As long as things get done with 5 with taking on more duties
- Depends if the 2 on the chopping block are doing their jobs?
- I don't believe there is enough work for 7 councillors in this little town, the town is becoming a ghost town with no businesses that what to establish here anymore.
- If 5 can do the job of 7 as well as 7, Council should be reduced to reduce overhead. If not, it should be left at 7.
- We need fewer councillors and all councillors should have a portfolio that they are responsible for.

Importance to Council's functioning of the mayor having Strong Mayor Powers.



Theme: Feeling strong mayoral powers undermines democracy

- I disagree with strong mayor powers. That's a dictator
- It's not so much the Mayor you know but a future Mayor you don't know who might abuse the powers.
- Strong Mayors Powers is a mistake. Our Mayor is an elected official, not an employee, they should never be allowed to make decisions on their own or without a proper council approval. Again, this weakens our democracy and resembles dictatorship.
- That is why we have council to speak about certain matters before rendering important decisions.
- The mayor is there to direct the meetings but our current situation sees the mayor directing what he sees fit with the cao on a daily basis ahead of time in the office before the meetings. Decisions are made prior to meetings with a select few council members. This is not okay.

Importance of Mattawa's Council and Senior management collaborating with other parties



Theme: Consensus that more collaboration is beneficial

- To support tourist initiatives in the area. Mattawa's economic driver is the tourism opportunities in the area which includes the ski hill in Mattawan, trails in Papineau and parks in Calvin.
- All the townships need to work together for the promotion/development of this area.
- Having positive relationships with all including municipalities, government and local groups is imperative to our success as a community.
- Mattawan needs fire departments to respond to house fires. Our homeowner's insurance is double because we don't have fire department protection and we'd lose everything we've worked for all of lives.
- The more we collaborate with our surrounding townships the more Mattawa profits because the more all of us succeed the more the town flourish.
- Put egos aside and work together in the sandbox.

Importance of Mattawa pursuing amalgamation with any of its surrounding municipalities



In Favour of Amalgamation

Theme: Improved financial efficiency with services/staffing

- Combining services would be a benefit. Example is the fire department to have a full time chief with a volunteer department does not make sense in my opinion.
- I believe collaboration with neighbouring municipalities is important and identifying way of pooling our resources towards common goals is a valuable avenue to explore.

Theme: Stronger community voice with government

- Our extremely small size has no sway with government coffers.
- When communities join together, there is strength in numbers for Funding opportunities.

Importance of Mattawa pursuing amalgamation with any of its surrounding municipalities



Opposed to Amalgamation

Theme: Loss of community identity

- Having each community keep their own unique identity is important for the area.
- The town I grew up in got amalgamated with its larger neighbour to the south, and it lost its community spirit.

Theme: Expectation of extra taxes for services they don't use

- I choose to live off grid in Mattawan twp. It would be useless to me to be part of an amalgamation; I do not want any extra taxes for services I don't require.
- Some residents do not wish to pay taxes for certain things in other municipalities. Difference between town and country life.

Theme: Importing problems of other communities

- 10. How important is it for Mattawa to pursue amalgamation with any of its surrounding municipalities? 25

Importance of Mattawa pursuing amalgamation with any of its surrounding municipalities



Neither In Favour nor Opposed to Amalgamation

Theme: Some respondents see conditions for supporting amalgamation.

- Amalgamation is desirable but Mattawa needs to get its key projects out of the way before turning its focus on amalgamation.
- On a business side, yes because Mattawa has no more land, if we open a new business it needs to be in Calvin or Papanui or Mattawan. But on a "rules" side, I say no don't pursue it because they don't allow bonfires during the day on the weekends.
- Perhaps an amalgamation with Mattawan, the smallest or the surrounding municipalities, would be beneficial to adding services such as fire protection to people who live in that area.

Importance of Mattawa revitalizing Mattawa's appearance



Theme: Improve building appearance, Some respondents see conditions for supporting amalgamation.

- Our little town is losing its appeal. So many run down and unsightly buildings and homes!
- We could do a lot better with the look and appeal of the town. Even painting would help
- Main Street would really benefit from a face lift - think downtown Huntsville or Pembroke. Signage at the roundabout should have arrows pointing downtown naming local businesses and activities/points of interest (theatre, cones and cakes, explorers point, Antoine mountain) to encourage cars to make the turn into town.

Theme: Need a plan

- Not without a strat plan, but with a fully funded theme, supported by the taxpayers. Well thought and agreed to by all. Not haphazard. Not without experienced, qualified planning.

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Summary



Importance of Town pursuing economic development for Mattawa and surrounding area.



Theme: *The right kind of development is needed.*

- I definitely feel there is a need to draw in more business to the town, but it is also an opportunity to draw businesses that will offer valuable services to the town, not just create one more tax revenue stream.
- We need an economic development coordinator that will bring exciting tourism initiatives to the area and promote what Mattawa has to offer; this will lead to more businesses wanting to open up shop here in Mattawa!!
- It is important, but also depends on what it is. We don't want noise or pollution. TV and Film expansion would be great.
- We need more job opportunities to keep families here
- We need to encourage development bc there have been a number of businesses that have closed + this has a domino effect on the economy, people having to travel to North Bay, the unemployment rate, and property taxes.
- Work with the existing businesses that we have. Don't go pursuing businesses that will never locate here.

Importance of Mattawa investing capital projects



Theme: Investment in capital projects is critical, but consensus needs to be built on the priorities.

- I think it is very important for the town to invest in the municipal services and infrastructure that we currently have as well as look to the future to identify investments that will be beneficial to the town's inhabitants.
- You should really consider what your municipal water and sewer needs will be in 50 years, and start planning now. There is a small forest along Mattawan street. Should this area be set aside for future water/sewer/public works needs?
- Mattawa needs to invest in tourism and build up their waterfront along the Ottawa. So much opportunity that will drive money into the town
- Our infrastructure has to be at the top of Mattawa's investments. We cannot afford to lose access to roads, sewers and clean water.
- The downtown is disgusting with a lot of potential. There needs to be standards for the buildings downtown to maintain. Bottom units should be commercial with upper units left for rentals.
- Without investing in infrastructure, it leaves the community vulnerable when major

How to attract and retain residents in Mattawa.



Theme: Consensus that this is critically important.

- Build condos. I know many seniors who have retired that would move back to Mattawa if condos to buy were available. A house is too much work for a senior.
- Promote Mattawa for what it is, an outdoor adventure enthusiasts paradise to live. 4 season destination!
- Taxes are way too high compared to ANY other municipalities.
- We have residence that we need to keep in town, but lack important needs to keep them in town. We need clothing store, we need downtown cafe , we need car wash facilities, we need restaurants, we need fast food restaurants that are open late, we need new apartment building that are modern and programs to keep them in town.
- We need to give the young adults a reason to return after post-secondary education.

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Summary



Importance of improvements to Mattawa's Public Works facility.



Theme: Needs to be maintained.

- I think it is very important for the town to invest in the municipal services and infrastructure that we currently have as well as look to the future to identify investments that will be beneficial to the town's inhabitants.
- Basic upkeep
- Building is beyond repair, need to enter the 21st century.
- If it's working then leave it alone.
- Is the building up to code? If it is, what more do you need?
- Operational and maintenance costs should be met of course but improvements should be justified by a need I don't have the visibility yet.
- What improvements are needed??

Importance of improvements to Mattawa's Fire Hall?



Theme: Needs to be maintained.

- As the general public I am unaware of what is needed at the fire hall, but they should have what is needed to serve their town
- Basic upkeep and maintenance
- Emergency services need to be priority but if what we have is sufficient then let's put finances elsewhere.
- If the Fire hall is in need of repairs, or lacks something that would benefit them in their work it seems like a worthwhile avenue to explore.
- The fire hall seems to function as it should. Great volunteer fire fighters. Go back to part time fire chief and the savings could be used to fund any improvements deemed necessary. If you keep full time fire chief, then no improvements.
- With the number of Fires, this is a necessity!

Importance of security matters, like flood mitigation or fire safety.



Theme: Need to be addressed to prevent damage and hazards.

- Mattawan needs fire coverage
- It is not if we flood again but rather when we flood again. Flood mitigation and pedestrian walkway belong in the same sentence. Fire prevention and firefighting needs to keep up to date with surrounding hazards.
- Super important. Way more transparency is needed. The waters fluctuate way too much since the big flood 2019. More and more each year disrupting wildlife and property damage.
- Security cameras would also be beneficial...all over town...for public safety.

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Summary



Importance of Mattawa improving its services for children and families.



Theme: More for kids and families to do

- Not just children, but especially teens, there is nothing for them to do if they are not into sports.
- Right now, other than hockey, sports are limited and activities for the kids to get involved in are poorly ran. Kids are bored in Mattawa! Need more programming ran for them by real instructors.
- We need attractions to keep them in Mattawa, we need services for them such as food, daily outings, music, programs, special events and housekeeping services.

Theme: More childcare spaces

- There are 2 Child Care Centres with incredible lengthy wait lists. New parents cannot get a spot for their Infants at 12 months when they need to return to work.

Theme: More rental accommodation

- Currently no decent places to rent.

Importance of Mattawa improving its services for seniors.



Theme: Need Much More Accessibility

- We live in a largely senior population, yet almost none of the businesses in town are handicap accessible, even though the law passed dec 31, 2024.
- There seems to be many services for the elderly in Mattawa. More focus on accessibility, not just the elderly but for our residents with physical and developmental disabilities would be awesome, there are many spaces in town that are not easily accessible to people with mobility issues.
- How about adhering to the Accessibility for Ontarians with Disabilities Act?

Theme: Housing

- Build condos to attract retirees back to Mattawa.
- Currently no decent places to rent.
- Council has no idea how to properly implement accommodations for seniors, ie Rosemount living building. Council did not set rent at fair market value which put the onus on taxpayers to fund the people living there.

... 2

Importance of improvements to the Arena



Theme: Utilized by Many

- Lots of activity there!
- Our Kids deserve the same opportunities as all other communities

Theme: Should be Utilized More

- Also serves as an event space for big community events like washer tournaments, hockey tournament dances, baseball tournament indirectly. Lots of visitors get their first impression of Mattawa at the arena!
- We need to increase the number of free programs for the entire Family. Not just the youth.
- We should be running way more programming out of the arena!

... 2

Importance of improvements to the Arena



Theme: Community Centre

- An arena should be the center of the community.
- This is our only "community building"
- Build a new one! That's where community starts. Municipal offices should be in it!!
- I don't use the facility. It's where we vote and go to the various markets held there. I do think it's 4 for the community to have facilities for families and sports enthusiasts
- Huge in winter months, good thing we have hockey, need to utilize it more in spring and summer. Not utilized enough.

Theme: Important Landmark

- Important landmark for our town.

Importance of improvements to the Waterfront



Theme: Highlight Waterfront

- So so much potential to use the waterfront to highlight the town's uniqueness to bring business here..
- Mattawa is known for its rivers. Deep River models how a waterfront can look with some investment. Pembroke as well.
- The waterfront is full of potential, the installation of a permanent berm along the Mattawa River would be beneficial for the flooding that occurs and could also have double use as a hiking and biking path

Theme: More Trees

- Too many overgrown trees we can't see the river.
 - Our 3 beaches (island, Billy's, fraggel rock) could really use some improvements. Today I took my 3 children to the island to swim and cool off, however there is ZERO trees there near the beach so there is no shade at all.
- ... 2

Importance of improvements to the Waterfront



Theme: Safety

- Better lighting is necessary to ensure everyone's safety in the evenings + it would attract more visitors to the area if they could access the beaches later in the day.

Other

- The marina would benefit for a new updated building.
- Build a fishing pier!
- Re-do the tennis/badminton courts at the beach (or relocate if flooding is an issue), replace the beach volleyball and basketball nets and have balls and rackets available for rent at the info centre, stand up paddle board rentals? Kayak rentals? Make it easy for visitors and locals to enjoy Mattawa's waterfront

... 3

Importance of improvements to the Waterfront



Theme: Benches / Shelter / Picnic Tables

- No outdoor washrooms for people at the beaches, no shelters.
- More benches, or picnic areas, for day travellers.
- More seating at the point.

Theme: Events!

- There should be events like beer fests/wine fests/ live music all summer and fall down there.
- Canada Day should be run by the town with live music starting at 7-10pm then fireworks. WE NEED A STAGE BUILT!

... 2

Importance of improvements to the Museum



Theme: Houses our History

- It houses the history of Mattawa and area!
- Without culture and preservation of history, we have nothing.
- The history is important however not used in winter months, costly maybe convert to a cafe library etc

Theme: Tourist Attraction

- A great tourist attraction /education facility for the community, their children.
- Gives a reason to stop in Mattawa, opens the door to more vacationers returning when the exhibits change.
- I have had company visiting me during the summer. We have tried to attend the museum multiple occasions, and the doors are locked --at times when the museum states it is open. ... I have witnessed others in the same boat as the one day I tried to enter, there were 3 other groups of people trying to attend the museum and we all left as no one answered the doors.

... 2

Importance of improvements to Mattawa's Parks



Theme: Attracts tourism and new residents

- Brings people here and creates a space for families.

Theme: Great Services

- Splash pad is great.

Theme: Need More Services

- Annie's park would be a great place for nice gardens, pop up events.
- Many parks in the GTA now have portable washrooms (porta-potties).
- Mattawa needs more smaller equipment for younger Toddlers and Infants to play safely outdoors with parental supervision

Theme: Needs Maintenance

- Some equipment needs to be replaced, outdated, need walkways, need water fountain, advertise summer events such as birthday bash, hot dog wagon, slushes, lemonade, more upgraded cameras and security. Student can be present during the day to supervise.

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- Summary



Summary of findings

The survey responses supported the Working Group's focus on what it perceived to be important for Mattawa. The ratings scale of Not Important to Extremely Important produced the following 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

Summary of findings

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

Statistical Regression Analysis was applied to the "Other Comments" attached to the rating scaled questions and these comments filled out the prevalent themes with more detail to be considered, each in turn as the Working Group proposes Council's priorities for the five years.



Strategic Planning Survey Findings

For more information:

André Clément

Integrity Management Consulting Group

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705-921-5028

THE CORPORATION OF THE TOWN OF MATTAWA

The minutes of the Regular Meeting held Monday August 11, 2025, at 6:00 p.m. in the Dr. S.F. Monestime Council Chambers.

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

Staff Present: Amy Leclerc, Municipal Clerk/Revenue Services Clerk
Paul Laperriere, CAO/Treasurer
Shawn Hongell, Fire Chief

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

1. Meeting Called to Order

Meeting Called to Order by Mayor Bélanger at 6:00 p.m.

1.1 Mayoral Announcement

2. Announce Electronic Participants

Clerk announced that 3 members of the public are online.

3. Adoption of Agenda

3.1 To Adopt the agenda as presented or amended

Resolution Number 25-149

Moved by Councillor Mathew Gardiner

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT the meeting agenda dated Monday August 11, 2025 be adopted as amended to include a matter under Section 15 In Camera (Closed) Session, 15.3 Personnel Matter.

CARRIED – unanimous

4. Disclosures of a Conflict of Interest

5. Presentations and Delegations

6. Adoption of Minutes

6.1 Committee of the Regular Meeting of July 14, 2025

6.2 To adopt the minutes as presented or amended

Resolution Number 25-150

Moved by Councillor Laura Ross

Seconded by Councillor Spencer Bigelow

BE IT RESOLVED THAT Council adopt the minutes of the regular meeting of July 14, 2025.

CARRIED – unanimous

7. Notice of Motions

7.1 Connecting Link Intake # 10 Approval

Resolution Number 25-151

Moved by Councillor Loren Mick

Seconded by Councillor Laura Ross

WHEREAS Council for the Town of Mattawa approved the Connecting Link Intake #10 Project for the Pont Mauril Belanger Bridge;

AND WHEREAS Jp2g, our Engineers and Planners of Record, submitted estimates for the Proposed Environmental Assessment and Detailed Structural Review (the Work).

BE IT RESOLVED THAT Council for the Town of Mattawa approves Jp2g to complete the Work in the net amount of \$381,600 for which the Province of Ontario's portion shall be \$343,440 and for which the Town of Mattawa's portion shall be \$38,160.

CARRIED – Recorded vote and the vote was unanimous

8. Correspondence

8.1 MMAH – 2025 Northeastern Municipal Workshop

8.2 AMO – Updates on Bill 9, OPP Billing Review, Waste Management & OMA Consultations

8.3 Municipality of Tweed – Challenges Facing Small Rural & Northern Communities

8.4 FONOM – Support for Highway System on Highways 11 & 17

8.5 MMAH – 2025 Northern Housing & Homelessness Workshop Series

8.6 FONOM – Sustainable Northern Ontario Economic Development Course

8.7 Strategic Plan Committee – Minutes of July 9, 2025 Meeting

8.8 Municipality of Mattawan – Amalgamation Resolution

9. Standing Committee Recommendations/Reports – Motions

10. Staff Reports – Motions

10.1 Establishing a Commercial Interest – Report # 25-39R
Report from Paul Laperriere, CAO/Treasurer

Resolution Number 25-152

Moved by Councillor Spencer Bigelow

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-39R titled Establishment of a Commercial Interest.

CARRIED – unanimous

- 10.2 Annual Rent for Rosemount Valley Suites – Report # 25-40R
Report from Paul Laperriere, CAO/Treasurer

Resolution Number 25-153

Moved by Councillor Mathew Gardiner
Seconded by Councillor Loren Mick

BE IT RESOLVED THAT Council amend resolution number 25-154 to remove AND FURTHER THAT Council approve a rental rate increase of 5% for Rosemount Valley Suites effective November 15, 2025.

AND FURTHER THAT Council call a special meeting to discuss the rental increase.

CARRIED – Recorded vote and the vote was as follows:

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

Against: Mayor Bélanger, Councillor Thibert

Resolution Number 25-154

Moved by Councillor Garry Thibert
Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-40R titled Annual Rent Renewal for Rosemount Valley Suites.

AND FURTHER THAT Council approve a rental rate increase of 5% for Rosemount Valley Suites effective November 15, 2025 as amended.

CARRIED – Recorded vote and the vote was as follows:

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

Against: Councillor Thibert

- 10.3 Quarter 2 Results – June 30, 2025 – Report # 25-41R
Report from Paul Laperriere, CAO/Treasurer

Resolution Number 25-155

Moved by Councillor Mathew Gardiner
Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-41R titled Quarter 2 Results – June 30, 2025.

CARRIED – unanimous

- 10.4 Fire Department Updates – Report # 25-42R
Report from Shawn Hongell, Fire Chief

Resolution Number 25-156

Moved by Councillor Fern Levesque
Seconded by Councillor Loren Mick

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-42R titled Fire Department Update.

CARRIED – unanimous

11. By-Laws

12. Old Business

12.1 Renaming of Hurdman Street Request for “Chick Webster”

12.2 Cordwood Construction Homes for Homeless Presentation by Jen Serson

12.3 New Pharmacy in Mattawa Presentation by Sarah Blythe

13. New Business

14. Questions from Public Pertaining to Agenda

15. In Camera (Closed) Session

15.1 Dorion Road Reconstruction - Update

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

i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization

15.2 Rosemount Valley Suites Update

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

c) a proposed or pending acquisition or disposition of land by the municipality or local board

15.3 Personnel Matter

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

b) personal matters about an identifiable individual, including municipal or local board employees

Resolution Number 25-157

Moved by Councillor Laura Ross

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT this Council proceed in Camera at 7:49 pm in order to address a matter pertaining to b) personal matters about an identifiable individual, including municipal or local board employees; c) a proposed or pending acquisition or disposition of land by the municipality or local board and i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

CARRIED – unanimous

16. Return to Regular Session

16.1 That the regular session reconvene

Resolution Number 25-158

Moved by Councillor Laura Ross

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT the regular meeting reconvene at 8:41 p.m.

CARRIED – unanimous

Mayor Bélanger advised the closed session was pertaining to Dorion Road Reconstruction, Rosemount Valley Suites and a personnel matter.

17. Motions Resulting from Closed Session

18. Adjournment

18.1 Adjournment of the meeting

Resolution Number 25-159

Moved by Councillor Loren Mick

Seconded by Councillor Mathew Gardiner

BE IT RESOLVED THAT the August 11, 2025 meeting adjourn at 8:42 p.m.

CARRIED – unanimous

Mayor

Clerk

DATE: MONDAY SEPTEMBER 8, 2025

6.2

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council adopt the minutes of the regular meeting of August 11, 2025.

DATE: MONDAY SEPTEMBER 8, 2025

7.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

WHEREAS Council received correspondence from FONOM advising the board put forth a formal proposal to both the Prime Minister and the Premier of Ontario advocating for the adoption of a 2+1 Highway System on Highways 11 and 17;

AND WHEREAS FONOM requested that a letter of support from the Mayor be considered for submission.

BE IT RESOLVED THAT Council approve the letter of support that was attached to the correspondence from FONOM and approve the Mayor submit the letter of support, as attached, on behalf of Council.



Corporation of the Town of Mattawa

Telephone: (705) 744-5611 ~ Fax: (705) 744-0104
160 Water Street, P. O. Box 390
Mattawa, ON P0H 1V0
www.mattawa.ca

September 8, 2025

The Right Honourable Mark Carney
Prime Minister of Canada
80 Wellington Street
Ottawa, ON K1A 0A2

via email: pm@pm.gc.ca

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

via email: premier@ontario.ca

Dear Prime Minister Carney and Premier Ford,

Re: Support for Nation-Building 2+1 Highway Infrastructure in Northern Ontario

On behalf of the Canadian Trucking Alliance, I am writing to express our strong support for the Federation of Northern Ontario Municipalities' proposal to expand Highways 11 and 17 in Northern Ontario using the 2+1 highway model.

We believe this initiative aligns with national priorities related to economic resilience, transportation safety, Indigenous engagement, and climate-conscious infrastructure investment. A modern, safe, and efficient highway corridor through Northern Ontario is not only critical for regional development — it is essential for Canada's internal trade, supply chain continuity, and national cohesion.

The 2+1 highway approach offers a cost-effective, scalable, and environmentally responsible solution. We commend the Government of Ontario for launching a pilot segment between North Bay and Temagami, and we urge both levels of government to expand this model through a coordinated, nation-building strategy.

We respectfully encourage your governments to move forward with this project as a priority under the **Building Canada Act** framework.

Sincerely,

Mayor Raymond A. Bélanger

c.c. Federation of Northern Ontario Municipalities (FONOM)

DATE: MONDAY SEPTEMBER 8, 2025

7.2

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

WHEREAS Canor Construction Company was awarded the Dorion Road construction contract and whereas the ICIP project is on-going and must be completed by October 31, 2026.

BE IT RESOLVED THAT Council for the Town of Mattawa approves Change Order #10 for the tree clearing and grubbing and drainage consolidation along Dorion Road in the amount of \$247, 137.00 plus HST.



THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON

8.1

4861 Highway 17, P.O. Box 630, Mattawa ON P0H 1V0
Office: (705) 744-5610 • Fax: (705) 744-0434 • Garage: (705) 744-5072
E-mail: admin@papineaucameron.ca Website: www.papineaucameron.ca

August 13, 2025

Town of Mattawa
160 Water Street
Mattawa ON P0H 1V0

Dear Council:

Re: Request for use of Mike Rodden Arena as Emergency Evacuation Centre

On behalf of the Township of Papineau-Cameron, we are writing to formally request the use of the Mike Rodden Arena in the event of an emergency that may require the evacuation of our residents.

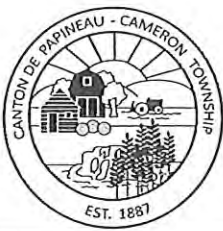
As part of our emergency preparation planning, the Township must identify suitable facilities that could serve as temporary evacuations centres if an emergency were to arise. Given the location, capacity, and accessibility of the Mike Rodden Arena, we believe that it would be the most suitable location to safely accommodate evacuees from our community.

We are happy to discuss this request further and work together to establish any agreements or protocols necessary to ensure preparedness and coordination between our municipalities.

Thank you for considering this request.

Kind regards,

Venessa Wilson
Community Emergency Management Coordinator (CEMC)



THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON

4861 Highway 17, P.O. Box 630, Mattawa ON P0H 1V0

Office: (705) 744-5610 • Fax: (705) 744-0434 • Garage: (705) 744-5072

Website: www.papineaucameron.ca

DATE: **August 12, 2025**

RESOLUTION NUMBER: **2025- 201**

MOVED BY:

Shelley Belanger

SECONDED BY:

Jim Pelt

THAT Council is in agreement to write to the Town of Mattawa to request the use of the

Mike Rodden Arena as a future emergency evacuation centre for the Township of Papineau-Cameron.

CARRIED:

Robert Corriveau

(Mayor)

NOT CARRIED:

COPY

(Mayor)

Recorded Vote (Upon Request of Councillor _____) Section 246 (1) Municipal Act

RECORDED DIVISION VOTE	YES Signature	NO Signature	ABSTAIN Signature
Mayor Robert Corriveau			
Deputy Mayor Shelley Belanger			
Councillor Keith Dillabough			
Councillor Jason Bélanger			
Councillor Mélanie Chenier			

From: [Rodgers, Melissa \(MTO\)](#)
To: barry.jackson@mattawa.ca; [Paul Laperriere](#); [Amy Leclerc](#)
Subject: Connecting Links Program 2026-27 (Intake 11)
Date: Wednesday, August 13, 2025 12:40:33 PM
Attachments: [image001.png](#)

Hello,

For your awareness, the Connecting Links Program 2026-27 (Intake 11) is now publicly available and live in TPON.

<https://www.ontario.ca/page/available-funding-opportunities-ontario-government#section-2>
<https://www.ontario.ca/fr/page/obtenir-du-financement-du-gouvernement-de-lontario>

Application Launch date: Tuesday, August 12, 2025, at 8:00 am
Application Submission Deadline: Thursday, November 13, 2025, at 5:00 pm (EDT).

Please note that there have been some changes to the program for Intake 11:

- The maximum funding available for road projects is now \$5 million.
- The maximum funding available for bridge projects is now \$7 million.

Overall funding for the Connecting Links Program is \$45 million.

Should you require any further information, please do not hesitate to contact me.

Thank you,

Melissa Rodgers-Wilkie

Regional Operations Officer | North Operations - Area East | Operations Division
Ministry of Transportation | Ontario Public Service
705-491-5427 | Melissa.Rodgers@ontario.ca



Taking pride in strengthening Ontario, its places and its people



Mattawa Minor Hockey Association

P.O. Box 1005

Mattawa, Ontario

POH 1V0

705-492-8520

president@mattawarockets.com

Town of Mattawa Council & Staff,

As you are aware, the Town of Mattawa has always been a huge supporter of The Rockets, and ensured that we are able to offer affordable, and continuous programming to the youth of the surrounding area.

This summer (like many before) Mattawa Minor Hockey was invited to host camping for RV trailers at the Mike Rodden Arena for the 2025 installment of Mattawa Voyageur Days. During this fundraiser, MMHA was responsible for all the bookings, organization of arrivals, insurance and overnight security. Over the course of the weekend campers had access to the facilities in the Arena, such as bathrooms and showers, at no additional cost.

The following weekend we held our annual Slo-Pitch tournament and welcomed 29 adult teams to the Mattawa ballfield for 4 full days of nearly around the clock baseball. During this event, MMHA does pay a rental fee for the ballfield, but the Town of Mattawa again steps up and provides tents, fencing and the facilities inside the arena.

The purpose of this letter is to again express our thanks to the Council and Staff of the Town of Mattawa for your continued support. Without these two events, which raised in the neighbourhood of \$20,000 our player fees would have increased by \$200 per player for the 2025/26 season, making it a huge barrier for families in our community to participate.

Lastly, I want to specifically thank the staff of the Recreation department for all their efforts during the two weekends. They were, as always, fantastic in helping prepare, maintain and clean up from both events. Whenever we needed anything, they were always prompt and happily helped us, or our participants out with whatever was needed.

We look forward to continuing our great partnership for years to come,

Mathew Gardiner

President

Mattawa Minor Hockey Association

From: [AMO Events](#)
To: [Amy Leclerc](#)
Subject: Join Us for AMO's 2nd Annual Healthy Democracy Forum – October 18–19 in Toronto
Date: Thursday, August 28, 2025 4:00:44 PM



AMO's 2nd Annual Healthy Democracy Forum

October 18 – 19, 2025

Westin Harbour Castle Hotel, Toronto, Ontario

The Association of Municipalities of Ontario (AMO) is hosting its 2nd annual Healthy Democracy Forum. The 2025 Forum will focus on two initiatives underway to support AMO's members in the lead up to the 2026 municipal elections and beyond.

The Forum is an initiative of [AMO's Healthy Democracy Project](#), which is a unique project inspired by AMO's Board of Directors in 2022 that is focused on:

- Attracting more diverse candidates to municipal office.
- Promoting more respect for the people engaged in democratic processes.
- Encouraging greater participation in local democracy and an increase in voter turnout.
- Promoting greater civic engagement and greater awareness of the role of municipal government.

Day 1—Strategies to encourage and increase voter turnout, candidate attraction and retention

Saturday, October 18, 2025

Join an interactive day learning about AMO's public affairs campaign that includes approaches, resources and tools to help:

- increase diverse representation across municipal governments
- encourage more people to run or seek re-election for local government
- increase declining voter turnout

Day 2—Promoting civility and confronting harassment in Ontario municipalities

Sunday, October 19, 2025

AMO's Municipal Civility and Anti-Harassment Strategy is focused on supporting AMO members to address the growing incivility, harassment, and threatening behaviour directed at municipal elected officials and staff.

Join an impactful day exploring opportunities, practical tools and resources to prioritize the wellbeing of municipal public servants and foster safer and more respectful municipal environments.

To see how the 1st Annual Healthy Democracy Forum went, [take a look here](#).

Registration

Full Event: \$150.00 +HST

Single Day: \$75.00 +HST

[Register Here](#)

Accommodations

[Westin Harbour Castle](#), 1 Harbour Square, Toronto, M5J 1A6

AMO has secured preferred rates of \$314 per night until September 25, 2025. After that date, rooms may be available at the Westin Harbour Castle at market rate.

[Click here to book your accommodations](#)

***Together, let's draft a blueprint to a more engaged, informed, and
vibrant local democracy.***

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

SYSTEM OVERVIEW

April 1st to June 30th , 2025

OPERATIONAL HIGHLIGHTS

Drinking Water System

- The water treatment system operated well during the second quarter.
- Repaired several watermain leaks and repairs
- Transient rash of nuisance alarms caused by internet service communication loos between plant and reservoir. Self resolved.

Wastewater Treatment

- The wastewater treatment system performed well during the second quarter.
- Some wastewater pumps clogged and were pulled out to be cleared of debris. Stations without back up generators were pumped down with hydrovac trucks.
- 300 Mattawan St. sewage pump control panel failed. One pump operating in hand.

CAPITAL PLAN PROGRESS

Drinking Water System

- *Generator automatic transfer switch shorted out as a result of previous plumbing leak. ATS controller blew. Technicians spliced wiring harness and replaced the controller.*
- *Leak detection using the correlator pinpointed a leak on Bissett St. Once repaired, water loss dropped significantly.*
- *Ordered critical spare well pump motors for both wells.*

Wastewater Treatment

- N/A

ASSET MANAGEMENT

See Appendix A - Work Order summary for water treatment plant (WTP)

See Appendix B - Work Order summary for wastewater treatment lagoon (WWTL)

CALL-OUT SUMMARY

See Appendix C – Call-out Report for WTP

See Appendix D – Call-out Report for WWTL

REGULATORY

- All drinking water samples required under O. Regulation 170/03 were collected and tested in the second quarter of 2025 and all results fell within regulatory limits.
- Winter term lead, pH and alkalinity sampling completed April 15, 2025.
- Quarterly trihalomethanes (THM), haloacetic acids (HAA), Nitrate and Nitrite sampling completed April 29, 2025.
- Off-site external S2 audit completed June 6, 2025, there were six (6) OFIs identified.
- Onsite internal audit completed on June 5, 2025, there were eight (8) identified
- Submitted Municipal Drinking Water License Renewal on June 3, 2025
- No Ministry of the Environment, Conservation and Parks (MECP) or Ministry of Labour (MOL) inspections conducted this quarter.
- All required sewage samples required under the system's ECA collected and tested in the second quarter of 2025 with one exception.
- Flow meter verification completed.

INCIDENTS AND COMPLAINTS

Mattawa Drinking Water System

Incident	N/A
Date	
Details	

Mattawa Wastewater System

Incident	N/A
Date	
Details	

HEALTH AND SAFETY

- Staff training completed on Contractor Safety.
- Staff training completed on Safety Data Sheet Review.
- Staff training completed on Facility Annual Grating Inspections



MATTAWA DRINKING WATER SYSTEM PERFORMANCE

See Appendix E – Performance Assessment Report Water

MATTAWA WASTEWATER TREATMENT LAGOON – WASTEWATER FLOW SUMMARY

See Appendix F – Performance Assessment Report Wastewater



Ontario Clean Water Agency
Agence Ontarienne Des Eaux

Northeastern Ontario Region

MATTAWA WATER & WASTEWATER SYSTEMS QUARTERLY OPERATIONS REPORT

Appendix A - Work Order Summary for WTP

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4454264	0000328760	GENERATOR ELECTRIC DIESEL	1517, Mattawa DWS	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:36 AM	8/13/25 08:36 AM	Generator Monthly Test (1m) 1517 -Generator is running as it should, no issues at this time
4454267			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#1) (1m / 1y) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:37 AM	8/13/25 08:37 AM	UVR Reference Sensor check (UV#1) (1m / 1y) 1517 -UV 1 reference check completed, passed.
4454270			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#2) (1m / 1y) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:38 AM	8/13/25 08:38 AM	UVR Reference Sensor check (UV#2) (1m / 1y) 1517 -UV 2 reference sensor checks complete, passed, all ok
4454331			1517, Mattawa DWS	PM	Inspection	3	MONTHS	Replace UV Air Filters 1517	COMP	4/1/25 12:00 AM	8/13/25 08:39 AM	8/13/25 08:39 AM	Replace UV Air Filters 1517 -Changed air filters in both units, moved the cleaner filter over and replaced with new.
4454339	0000328767	ANALYZER UV PORTABLE	1517, Mattawa DWS	PM	Inspection	1	MONTHS	UVT Analyzer calibration to yellow box (1m) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:40 AM	8/13/25 08:40 AM	UVT Analyzer calibration to yellow box (1m) 1517 -Checked optiview against yellow box. 04-02- 99.8%/100%
4454360			1517, Mattawa DWS	PM	Inspection	1	MONTHS	Critical Alarm Dialer Route (1m) - 1517	COMP	4/1/25 12:00 AM	8/13/25 08:41 AM	8/13/25 08:41 AM	Critical Alarm Dialer Route (1m) - 1517 -Dialer checked multiple times this month with alarms that occurred, all ok
4454367			1517, Mattawa DWS	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:41 AM	8/13/25 08:41 AM	Health And Safety Inspection (1m) 1517 -Health and safety inspeciton completed, checked fire extinguishers and first aid kits. all ok
4454378	0000328800	TANK STORAGE SODIUM HYPO	1517, Mattawa DWS	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Holding Sodium Hypo Inspection/Maintenance (1y) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:42 AM	8/13/25 08:42 AM	Tank Holding Sodium Hypo Inspection/Maintenance (1y) 1517 -Chlorine tank inspected before each top of of chemical. Checked for cracks, leaks, or hazards, nothing found at this time
4454382	0000328758	VALVE REGULATING	1517, Mattawa DWS	PM	Inspection	1	MONTHS	Valve Regulating Inspection (1m) 1517	COMP	4/1/25 12:00 AM	8/13/25 08:43 AM	8/13/25 08:43 AM	Valve Regulating Inspection (1m) 1517 -Visual inspection completed of all valves, no issues found at this time

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4454583			1517, Mattawa DWS	PM	Calibration	1	MONTHS	Analyzer Chlorine Inspection/ Service (1m) 1517	CLOSE	4/1/25 12:00 AM	4/25/25 01:15 PM	4/25/25 01:15 PM	Analyzer Chlorine Inspection/ Service (1m) 1517 - Completed with analyzer cleaning, all OK
4484414	0000328818	METER FLOW FIT 101	1517, Mattawa DWS	PM	Calibration	1	YEARS	Meter Flow Calibration (1y) 1517	COMP	4/2/25 12:00 AM	8/13/25 08:53 AM	8/13/25 08:53 AM	Meter Flow Calibration (1y) 1517 -Flow meter verification completed, meter was within specs. nothing further required at this time.
4484420	0000328820	METER FLOW	1517, Mattawa DWS	PM	Calibration	1	YEARS	Meter Flow Calibration (1y) 1517	COMP	4/2/25 12:00 AM	8/13/25 08:53 AM	8/13/25 08:53 AM	Meter Flow Calibration (1y) 1517 -Flow meter verification completed, meter was within specs. nothing further required at this time.
4487279			1517, Mattawa DWS	CAP	Refurbish/ Replace/Repair	0		Leak detection Lake-Henry- Bissette	CLOSE		4/14/25 10:47 AM	4/14/25 10:47 AM	Leak detection Lake-Henry- Bissette - leak detect using correlator on bissette, lake and henry st. used correlator 1 hr on lake 2 hrs on Henry and 1 hr on Bissette st. TF april 11/24
4487441	0000328804	ANALYZER CHLORINE / PH AIT 102	1517, Mattawa DWS	PM	Inspection	3	MONTHS	PH Analyzer Calibration (3m) 1517	COMP	4/15/25 12:00 AM	8/13/25 08:55 AM	8/13/25 08:55 AM	PH Analyzer Calibration (3m) 1517 -PH calibration completed, with respective standards. all ok
4487444			1517, Mattawa DWS	PM	Inspection	3	MONTHS	PH Analyzer Calibration (POE) (3m) 1517	COMP	4/15/25 12:00 AM	8/13/25 08:56 AM	8/13/25 08:56 AM	PH Analyzer Calibration (POE) (3m) 1517 -POE PH calibration completed, all ok.
4513875	0000349414	ANALYZER	1517, Mattawa DWS	PM	Refurbish/ Replace/Repair	3	MONTHS	UV Transmitter Optiview Calibration (3m) 1517	COMP	5/1/25 12:00 AM	8/13/25 08:57 AM	8/13/25 08:57 AM	UV Transmitter Optiview Calibration (3m) 1517 -Optiview checked against yellowbox 05/07- 99%-99.9%. all ok within specs
4513886	0000328760	GENERATOR ELECTRIC DIESEL	1517, Mattawa DWS	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1517	COMP	5/1/25 12:00 AM	8/13/25 08:58 AM	8/13/25 08:58 AM	Generator Monthly Test (1m) 1517 -Generator ran under power outage conditions, all ok at this time, no issues had.
4513889			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#1) (1m / 1y) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:06 AM	8/13/25 09:06 AM	UVR Reference Sensor check (UV#1) (1m / 1y) 1517 -UV 1 reference check completed, no issues found, UV passed

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4513892			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#2) (1m / 1y) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:08 AM	8/13/25 09:08 AM	UVR Reference Sensor check (UV#2) (1m / 1y) 1517 -UV 2 reference check completed, visual inspection comepleted, no issues found at this time. UV passed checks
4513932	0000328767	ANALYZER UV PORTABLE	1517, Mattawa DWS	PM	Inspection	1	MONTHS	UVT Analyzer calibration to yellow box (1m) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:15 AM	8/13/25 09:15 AM	UVT Analyzer calibration to yellow box (1m) 1517 -optiview compared to yellow box. all ok no issues at this time
4513953			1517, Mattawa DWS	PM	Inspection	1	MONTHS	Critical Alarm Dialer Route (1m) - 1517	COMP	5/1/25 12:00 AM	8/13/25 09:15 AM	8/13/25 09:15 AM	Critical Alarm Dialer Route (1m) - 1517 -Critical set points dialer checked multiple times this month with alarms. all ok. no issues at this time
4513960			1517, Mattawa DWS	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:17 AM	8/13/25 09:17 AM	Health And Safety Inspection (1m) 1517 -Visually inspected areas for standing water nothing found. no issues at this time
4513971	0000328758	VALVE REGULATING	1517, Mattawa DWS	PM	Inspection	1	MONTHS	Valve Regulating Inspection (1m) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:18 AM	8/13/25 09:18 AM	Valve Regulating Inspection (1m) 1517 -Visually inspected valves for cracks, leaks and defects. nothing found at this time. all ok
4513976	0000328753	WELL PRODUCING #1	1517, Mattawa DWS	PM	Inspection	1	YEARS	Well Producing (1y / 10y) Inspection 1517	COMP	5/1/25 12:00 AM	8/13/25 09:20 AM	8/13/25 09:20 AM	Well Producing (1y / 10y) Inspection 1517 -Visually inspected well 1 and 2. well 2 all ok. well 1 all ok, could use some parging repairs on top of mounting block. but is only for visual appearamce
4514121			1517, Mattawa DWS	PM	Calibration	1	MONTHS	Analyzer Chlorine Inspection/ Service (1m) 1517	COMP	5/1/25 12:00 AM	8/13/25 09:21 AM	8/13/25 09:21 AM	Analyzer Chlorine Inspection/ Service (1m) 1517 -Chlorine analyzer checked against handheld, all ok within specs

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4520831			1517, Mattawa DWS	CAP	Refurbish/ Replace/Repair	0		Mattawa UV Replacement Parts	CLOSE		5/14/25 11:11 AM	5/14/25 11:11 AM	Mattawa UV Replacement Parts - LAMP P, PKG KIT 30CM UVSWIFT12 CLEANER, ACTICLEAN GEL 1L LAMP N, TUV-PL-S-5 CWUVT REPL PARTS KIT, UVS12GEN2 WC
4532626			1517, Mattawa DWS	OPER	Inspection	1	YEARS	Grating Insp (1y) - 1517, Mattawa DWS	COMP	5/1/25 12:00 AM	8/13/25 09:23 AM	8/13/25 09:23 AM	Grating Insp (1y) - 1517, Mattawa DWS -There is no grating at the WTP, nothing further required
4552762			1517, Mattawa DWS	CORR	Refurbish/ Replace/Repair	0		Generator ATS Repair	CLOSE		5/9/25 09:13 AM	5/9/25 09:13 AM	ATS Repair - Technicians replaced a wiring harness that shorted and damaged the controller. The controller was also replaced.
4581841	0000328760	GENERATOR ELECTRIC DIESEL	1517, Mattawa DWS	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:00 AM	8/13/25 09:00 AM	Generator Monthly Test (1m) 1517 -Generator ran under power outage conditions, all ok at this time, no issues had.
4581844			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#1) (1m / 1y) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:08 AM	8/13/25 09:08 AM	UVR Reference Sensor check (UV#1) (1m / 1y) 1517 -UV 1 reference check completed, no issues found. passed checks
4581847			1517, Mattawa DWS	PM	Calibration	1	MONTHS	UVR Reference Sensor check (UV#2) (1m / 1y) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:09 AM	8/13/25 09:09 AM	UVR Reference Sensor check (UV#2) (1m / 1y) 1517 -UV 2 reference check completed, no issues found. Passed referecne checks
4581909	0000328767	ANALYZER UV PORTABLE	1517, Mattawa DWS	PM	Inspection	1	MONTHS	UVT Analyzer calibration to yellow box (1m) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:27 AM	8/13/25 09:27 AM	UVT Analyzer calibration to yellow box (1m) 1517 - optiview compared to yellow box all ok passed 06/04- 98.9%/99.1%
4581930			1517, Mattawa DWS	PM	Inspection	1	MONTHS	Critical Alarm Dialer Route (1m) - 1517	COMP	6/1/25 12:00 AM	8/13/25 09:27 AM	8/13/25 09:27 AM	

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4581937			1517, Mattawa DWS	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:28 AM	8/13/25 09:28 AM	Health And Safety Inspection (1m) 1517 -Health and safety inspection completed, no issues found at this time
4581948	0000328758	VALVE REGULATING	1517, Mattawa DWS	PM	Inspection	1	MONTHS	Valve Regulating Inspection (1m) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:29 AM	8/13/25 09:29 AM	Valve Regulating Inspection (1m) 1517 -Visual inspection of valves completed, operated valves by hand. no issues found all operated as they shuyold
4582067			1517, Mattawa DWS	PM	Calibration	1	MONTHS	Analyzer Chlorine Inspection/ Service (1m) 1517	COMP	6/1/25 12:00 AM	8/13/25 09:25 AM	8/13/25 09:25 AM	Analyzer Chlorine Inspection/ Service (1m) 1517 -Analyzer compared to handheld, all ok within specs. nothing further at this time
4609111			1517, Mattawa DWS	CAP	Refurbish/ Replace/Repair	0		Mattawa Leak Detection: Bisette, Henry and Ottawa St	COMP		6/26/25 10:47 AM	6/26/25 10:47 AM	Leak detect Bisette, Henry and Ottawa st Mattawa 1517 -Found leak on Bisette st. 90' west of valve on tenth st. Correlate henry st from hwy to lily. can hear leak noise on headphones but not showing up on correlater. says too close to one sensor. moved sensors to hydrants on hwy either side of Henry. no audio noise correlater not picking up leak. widened search from hyd on hwy to valve on lily. results unsatisfactory. Possibly too much traffic/transport affecting equipment. suggest performing correlation after hours when traffic is at a minimum. Correlate Ottawa st from champlain to lions den. can hear noise on hydrant but showing no results on Correlator. suggest isolating hydrant to see if noise stops. Checked water coming from reservoir- chlorinated. checked hydrant on Mill st- quite. TF June 24/25

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4609135			1517, Mattawa DWS	CAP	Refurbish/ Replace/Repair	0		Mattawa Spare 40HP and 100HP Well Pump Motors	COMP		7/21/25 02:54 PM	7/21/25 02:54 PM	Order Critical Spare Well Pump Motors -There are currently no spare motors to swap in case of failure. Order one 100 HP motor for Well #1 and one 40 HP motor for Well #2. Order Details - Nidec US Motors # HO100V2GLG Electric Motor Model# HF46 100HP, 1785RPM, 575V, 90A, 60HZ, 3PH, Frame 404TP, WP1 Nidec US Motors # HO40V2GLG Electric Motor Model# HH01 40HP, 1785RPM, 575V, 39A, 60HZ, 3PH, Frame 324TP, WP1.



Ontario Clean Water Agency
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Northeastern Ontario Region

MATTAWA WATER & WASTEWATER SYSTEMS QUARTERLY OPERATIONS REPORT

Appendix B - Work Order Summary for WWTL

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4454396			1541, Mattawa Wastewater System	PM	Inspection	1	MONTHS	Alarm Dialer Route (1m) - 1541	COMP	4/1/25 12:00 AM	8/13/25 08:44 AM	8/13/25 08:44 AM	Alarm Dialer Route (1m) - 1541 -Alarm dialer visual inspection done. No issues found, dialer works as it should
4454403			1541, Mattawa Wastewater System	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1541	COMP	4/1/25 12:00 AM	8/13/25 08:46 AM	8/13/25 08:46 AM	Health And Safety Inspection (1m) 1541 -Inspection of all wastewater buildings completed, no issues found at this time
4454417	0000328876	TANK STORAGE FUEL LAGOON	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Storage Fuel Diesel Lagoon Insp/Service (1y) 1541	COMP	4/1/25 12:00 AM	8/13/25 08:50 AM	8/13/25 08:50 AM	Tank Storage Fuel Diesel Lagoon Insp/Service (1y) 1541 -Visual inspection of diesel tank completed monthly during genset test. Checked tank for leaks, cracks, defects, nothing at this time, all ok
4454425	0000328903	TANK STORAGE FUEL LAGOON	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Storage Fuel Diesel Lagoon Insp/Service (1y) 1541	COMP	4/1/25 12:00 AM	8/13/25 08:50 AM	8/13/25 08:50 AM	Tank Storage Fuel Diesel Lagoon Insp/Service (1y) 1541 -Visual inspection of diesel tank completed monthly during genset test. Checked tank for leaks, cracks, defects, nothing at this time, all ok
4454433	0000328838	TANK STORAGE FUEL 601 MCKENZIE ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Storage Fuel Diesel Mckenzie St. Insp/Service (1y) 1541	COMP	4/1/25 12:00 AM	8/13/25 08:52 AM	8/13/25 08:52 AM	Tank Storage Fuel Diesel Mckenzie St. Insp/Service (1y) 1541 -Visual inspection of diesel tank completed monthly during genset test. Checked tank for leaks, cracks, defects, nothing at this time, all ok
4458600			1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Pump Submersible Group Inspection (1m) 1541	CLOSE	4/1/25 12:00 AM	4/25/25 01:20 PM	4/25/25 01:20 PM	Pump Submersible Group Inspection (1m) 1541 - Completed inspection of all pumps, checked all station pumps in maunal, allowed to run up, no visual or audible defects at this time.
4484426	0000328855	METER FLOW	1541, Mattawa Wastewater System	PM	Calibration	1	YEARS	Meter Flow Calibration (1y) 1541	CLOSE	4/2/25 12:00 AM	4/8/25 07:25 AM	4/8/25 07:25 AM	Meter Flow Calibration (1y) 1541 - verify flow meter to 100%. TF april 1/25
4487759	0000328888	TANK STORAGE ALUM	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Tank Alum Inspection (1m) - 1541	CLOSE	4/16/25 12:00 AM	4/25/25 01:18 PM	4/25/25 01:18 PM	Tank Alum Inspection (1m) - 1541 -Completed monthly visual inspection of Alum tank, no defects or leaks found

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4513991			1541, Mattawa Wastewater System	PM	Inspection	1	MONTHS	Alarm Dialer Route (1m) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:16 AM	8/13/25 09:16 AM	Alarm Dialer Route (1m) - 1541 -Alarm dialer visually inspected. no issues found. operates as it should
4513998			1541, Mattawa Wastewater System	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1541	COMP	5/1/25 12:00 AM	8/13/25 09:21 AM	8/13/25 09:21 AM	Health And Safety Inspection (1m) 1541 -Checked all walkways and areas around buildings for standing water. nothing found at this time. all ok
4514009	0000328912	TANK PROCESS WET WELL 300 MATTAWAN ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 300 Mattawan St. Insp/Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:02 AM	8/13/25 09:02 AM	Tank Wet well 300 Mattawan St. Insp/Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok
4514018	0000328922	TANK PROCESS WET WELL 101 BISSETT ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 101 Bissett St. Insp/ Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:03 AM	8/13/25 09:03 AM	Tank Wet well 101 Bissett St. Insp/ Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok
4514027	0000328919	TANK PROCESS WET WELL 200 BROOK ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 200 Brook St. Insp/ Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:04 AM	8/13/25 09:04 AM	Tank Wet well 200 Brook St. Insp/ Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok
4514039	0000328916	TANK PROCESS WET WELL 300 LOUIS ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 300 Louis St. Insp/ Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:04 AM	8/13/25 09:04 AM	Tank Wet well 300 Louis St. Insp/ Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok
4514048	0000328832	TANK PROCESS WET WELL 451 BISSETT ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 451 Bissett St. Insp/ Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:05 AM	8/13/25 09:05 AM	Tank Wet well 451 Bissett St. Insp/ Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4514065	0000328850	TANK PROCESS WET WELL 601 MCKENZIE ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 601 Mckenzie St. Insp/Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:05 AM	8/13/25 09:05 AM	Tank Wet well 601 Mckenzie St. Insp/Service (1y) - 1541 -Wetwell inspection completed weekly, visual inspection for cracks, leaks, potential issues, none found at this time. All ok
4514074	0000328897	TANK PROCESS WET WELL 1101 BISSETT ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Wet well 1101 Bissett St. Insp/ Service (1y) - 1541	COMP	5/1/25 12:00 AM	8/13/25 09:13 AM	8/13/25 09:13 AM	Tank Wet well 1101 Bissett St. Insp/ Service (1y) - 1541 -Wet well inspected weekly for leaks, cracks, defects. none found at this time, all OK
4517366			1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Pump Submersible Group Inspection (1m) 1541	COMP	5/1/25 12:00 AM	8/13/25 09:13 AM	8/13/25 09:13 AM	Pump Submersible Group Inspection (1m) 1541 -All pumps checked weekly visually and audibly, checked running in hand. No issues found at this time
4532782			1541, Mattawa Wastewater System	OPER	Inspection	1	YEARS	Grating Insp (1y) - 1541, Mattawa Wastewater System	COMP	5/1/25 12:00 AM	8/13/25 09:24 AM	8/13/25 09:24 AM	Grating Insp (1y) - 1541, Mattawa Wastewater System -Visual inspection of grating in the lift stations was completed. No issues found, checked for cracks and defects. nothing seen.
4552826	0000328874	GENERATOR ELECTRIC DIESEL BACKUP POWER	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1541	COMP	5/10/25 12:00 AM	8/13/25 08:59 AM	8/13/25 08:59 AM	Generator Monthly Test (1m) 1541 -Generator ran under power outage conditions, all ok at this time, no issues had.
4552829	0000328842	GENERATOR ELECTRIC DIESEL 601 MCKENZIE ST.	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1541	COMP	5/10/25 12:00 AM	8/13/25 08:59 AM	8/13/25 08:59 AM	Generator Monthly Test (1m) 1541 -Generator ran under power outage conditions, all ok at this time, no issues had.
4552832	0000328901	GENERATOR ELECTRIC DIESEL	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Generator Monthly Test (1m) 1541	COMP	5/10/25 12:00 AM	8/13/25 09:00 AM	8/13/25 09:00 AM	Generator Monthly Test (1m) 1541 -Generator ran under power outage conditions, all ok at this time, no issues had.
4553992	0000328888	TANK STORAGE ALUM	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Tank Alum Inspection (1m) - 1541	COMP	5/16/25 12:00 AM	8/13/25 09:11 AM	8/13/25 09:11 AM	Tank Alum Inspection (1m) - 1541 -Alum tank checked weekly for cracks, ware, leaks, defects. None found at this time. All ok
4581964			1541, Mattawa Wastewater System	PM	Inspection	1	MONTHS	Alarm Dialer Route (1m) - 1541	COMP	6/1/25 12:00 AM	8/13/25 09:30 AM	8/13/25 09:30 AM	Alarm Dialer Route (1m) - 1541 -Alarm dialer visually inspected, working as it should. no issues found

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CAP,CORR,OPER,PM

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4581971			1541, Mattawa Wastewater System	PM	HEALTH AND SAFETY	1	MONTHS	Health And Safety Inspection (1m) 1541	COMP	6/1/25 12:00 AM	8/13/25 09:30 AM	8/13/25 09:30 AM	Health And Safety Inspection (1m) 1541 -Health and safety check completed. no issues arising;
4581996	0000328858	TANK STORAGE HOT WATER	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	YEARS	Tank Hot Water Insp. (1y) - 1541	COMP	6/1/25 12:00 AM	8/13/25 09:32 AM	8/13/25 09:32 AM	Tank Hot Water Insp. (1y) - 1541 -STP hot water tank still out of service
4585548			1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Pump Submersible Group Inspection (1m) 1541	COMP	6/1/25 12:00 AM	8/13/25 09:12 AM	8/13/25 09:12 AM	Pump Submersible Group Inspection (1m) 1541 -All pumps checked weekly visually and audibly, checked running in hand. No issues found at this time
4606967	0000328888	TANK STORAGE ALUM	1541, Mattawa Wastewater System	PM	Refurbish/ Replace/Repair	1	MONTHS	Tank Alum Inspection (1m) - 1541	COMP	6/16/25 12:00 AM	8/13/25 09:11 AM	8/13/25 09:11 AM	Tank Alum Inspection (1m) - 1541 -Alum tank checked weekly for cracks, ware, leaks, defects. None found at this time. All ok -



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MATTAWA WATER & WASTEWATER SYSTEMS

QUARTERLY OPERATIONS REPORT

Appendix C - Call-out Report for WTP

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4485842			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		PLC Fail Alarm 1517	CLOSE		4/2/25 10:30 PM	4/7/25 12:35 PM	Optiview issue -
4486972			1517, Mattawa DWS	CALL	Compliance	0		400 bissett GEN101 Fault	CLOSE		4/13/25 01:50 AM	4/13/25 02:30 AM	400 bissett GEN101 Fault - April 13th 2025 Called in for PLC fault 400 Bissett. arrived on site, a bunch of different alarmed in place, but all acknowledged except for GEN101 diesel fault. Followed instruction on panel to reset but alarm did not clear itself. power came back right away so generator was not needed. Called telus/trusteel to put alarm on disregard until Monday April 14th 2025 at 0800. Informed ORO of issues and he agreed with what i did. Kyle Michaud
4488155			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Loss of reservoir communication	CLOSE		4/19/25 07:00 AM	4/19/25 09:45 AM	Loss of reservoir communication -Call for loss of reservoir communication. Arrived to plant and tried to restart modem a couple times to reinstate connection but didn't work. It did come back after trying to power down the SCADA computer a couple times. Cleared all alarms and plant started, monitored process, looks fine

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4550676			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Low POE chlorine lockout	CLOSE		4/30/25 10:40 PM	4/30/25 11:30 PM	Mattawa Low POE chlorine lockout - April 30th 2025 Called in at 400 bissett. Arrived on site and seen low POE analyzer reading 0.28mg/l confirmed with handheld and got a reading of 0.31mg/l slugged the line a bit with chlorine with pump in manual and flushed water through analyzer. confirmed a reading of 0.76mg/l with handheld and analyzer was at 0.74mg/l. compared handheld to distribution analyzer and it was within calibration. topped up chlorine tank. increased chlorine adjustment factors to 2.0 started wtp back up. Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4554927			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Comm Loss - 1517	COMP		5/18/25 03:00 AM	5/18/25 10:30 AM	Comm Loss - 1517 - onsite for comm loss alarms. called at 0022 for alarms. remotely logged on, restarted scada computer, did not fix the issue. restarted modems and scada computer, comms did not come back. Switched to p2 to run for the night. and put all in auto to swithc to p1 at 0600. will check in later to see if comms returned. 1000-back onsite to diagnose issues. restarted internet and routers. Restarted scada computer, all comms back online. put all back in auto

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4555810			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Low POE and distribution chlorine lockout	COMP		5/23/25 01:45 AM	5/23/25 02:40 AM	Mattawa Low POE and distribution chlorine lockout - May 23rd 2025 1:40am Called out For 400 Bissett, arrived on site and seen both chlorine analyzer in alarm and reading low. 1:50am crosschecked both analyzers with handheld unit. both were reading correctly. 1:55am starting flushing water through analyzers, and pumping chlorine manually into line. 2:05am confirmed residuals again comparing handheld unit to chlorine analyzers. 2:15am started water plant back up. everything looked good. Kyle Michaud
4603409			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Loss of Reservoir communication	COMP		5/31/25 09:45 AM	5/31/25 02:15 PM	Loss of Reservoir communication - Received call for reservoir communication alarm. Logged in remotely and switched duty pump to well pump 2 as reservoir is nearly full. Arrived on site and reset modem. Comm loss error cleared. Switched duty pump back to well pump 1
4603410			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Loss of Reservoir communication	COMP		5/31/25 09:30 PM	6/1/25 12:30 AM	Loss of Reservoir communication - Received second loss of reservoir comm. Reset modem at 2320

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4603411			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Loss of Reservoir communication	COMP		6/1/25 08:00 AM	6/1/25 10:30 PM	Loss of Reservoir communication -Received third call for loss of reservoir communication. Controlled pumps remotely all day to avoid over filling reservoir. Comm's did not fix itself all day. Visited site later that night to reset modems.
4605800			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Low POE/ distribution chlorine lockout	COMP		6/4/25 06:15 AM	6/4/25 06:30 AM	Mattawa Low POE/ distribution chlorine lockout - June 4th 2025 0600- Josh called me his truck broke down on highway, So I responded to the call in for him. 0615- arrived on site low chlorine on both analyzer, confirmed both analyzer were reading right. 0620-flushed analyzers then confirmed a good residual at both analyzers. 0.30mg/l at POE and 0.38mg/l at distribution. 0625-started wtp up. everything working correctly. Kyle Michaud
4605805			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Communication Alarm/ Reservoir	COMP		6/7/25 02:30 AM	6/7/25 02:45 AM	Mattawa Communication Alarm/ Reservoir - June 7th 2025 0215- received called for 400 Bissett, reservoir communication. 0230- tried multiple times resetting router and power bar. Internet didn't come back right away. 0245- switch duty pump to pump2 to make sure reservoir didn't overflow and monitored wtp. Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4605807			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Communication Alarm/Reservoir	COMP		6/7/25 08:45 AM	6/7/25 09:00 AM	Mattawa Communication Alarm/Reservoir - June 7th 2025 -0830 another communication alarm came in, -0845 arrived on site reset modem and power bar, internet didn't come back right away. -0900 made sure pump 1 was lead because of high water usage during the day. Kyle Michaud
4605815			1517, Mattawa DWS	CALL	Compliance	0		Mattawa Low POE chlorine lockout	COMP		6/9/25 02:30 AM	6/9/25 03:30 AM	6/9/25 03:30:00 - June 9th 2025 0220 called in for PLC fail alarm at 400 Bissett. 0230 Arrived on site, notice both chlorine analyzer were low and confirmed they were reading right. Also day tank with chlorine was empty, so made a new batch of 6% chlorine, 0245 flushed both analyzers to get residuals up, confirmed residuals again before starting plant. 0300 started wtp but it locked out right away. 0315 swapped some parts on chlorine pump 2 and restarted plant with chlorine pump 2 as lead, chlorine adjustment factor at 3. 0330 everything started up good. Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1517*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4609085			1517, Mattawa DWS	CALL	Inspection	0		Area power/communication loss	COMP		6/21/25 09:30 PM	6/22/25 07:30 AM	Area power/communication loss - Called at 09:30 June 21 for comm loss. Logged in remotely to verify reservoir level unknown. Tried to drive in but highway closed. Arrived back home and manually operated pumps remotely instead. While pumps were in the off position all communication to area was lost. Tried to get into Mattawa a couple different ways but there were multiple washouts/trees down. Got in contact with Josh D, which was able to make it to the plant to start the plant. He was unable to clear comm loss condition. Left plant run most of day as reservoir was quite low.
4609089			1517, Mattawa DWS	CALL	Refurbish/ Replace/Repair	0		Comm loss	COMP		6/22/25 07:30 PM	6/23/25 03:30 AM	Comm loss -Comm loss all day. After pumps running all day due to earlier outage, remotely started to cycle plant on/ off. Comm's recovered by itself around 02:00 June 23. Pumps were turned on and back to AUTO at 03:30. Reservoir reading 1.45m at time of pump restoral.
4609139			1517, Mattawa DWS	CALL	Compliance	0		Comm Loss Due to Major Storm-1517	COMP		6/22/25 04:30 AM	6/26/25 01:25 PM	Loss of Comms -Called by curtis at 0430 sunday morning. Due to major storm that hit mattawa and area. The highway and back road was shut down. I was able to get an escort through to mattawa to get to the water plant. Plant was off, and comms were lost and internet was down for remote access. Distribution pressure was at 90 PSI. Started the plant; All seems to be running OK.



Ontario Clean Water Agency
Agence Ontarienne Des Eaux

Northeastern Ontario Region

MATTAWA WATER & WASTEWATER SYSTEMS

QUARTERLY OPERATIONS REPORT

Appendix D - Call-out Report for WWTL

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4485841			1541, Mattawa Wastewater System	CALL	Refurbish/ Replace/Repair	0		Hydro Outage 1541	CLOSE		4/3/25 05:15 PM	4/7/25 12:31 PM	Hydro Outage 1541 - back onsite, hydro one has restored power to the STP. Checked uv lights and blowers, all transfered over ok. Generator shut down
4486789			1541, Mattawa Wastewater System	CALL	Compliance	0		601 Mckenzie liftstation high level	CLOSE		4/10/25 03:40 AM	4/10/25 03:50 AM	601 Mckenzie liftstation high level - April 10th 2025 Called in for high level alarm at 601 mckenzie liftstation. both pumps were tripped, reset both pumps, started them in hand to pump the level down. Opened lid to make sure level was coming down. Put both pumps back in auto, locked up site . Kyle Michaud
4488153			1541, Mattawa Wastewater System	CALL	Refurbish/ Replace/Repair	0		Louis LS power loss	CLOSE		4/18/25 07:15 PM	4/18/25 11:00 PM	Louis LS power loss - Received a power loss alarm for Louis lift station. On site found that one phase was down. Called Hydro and they restored power at the nearby Hydro pole. Verified pump was working, pump down lift station.
4490188			1541, Mattawa Wastewater System	CALL	Compliance	0		1101 Bissett lift station High level	CLOSE		4/28/25 08:05 PM	4/28/25 08:15 PM	1101 Bissett lift station High level - April 28th 2025 Called in for high level at 1101 Bissett. pump2 was tripped, reset pump 2 and both pumps were running in auto. Let Josh know that pump 2 was running high amps. Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4490189			1541, Mattawa Wastewater System	CALL	Compliance	0		1101 Bissett lift station High level	CLOSE		4/29/25 06:30 AM	4/29/25 06:40 AM	1101 Bissett lift station High level - April 29th 2025 Called in for high level at 1101 Bissett lift station. Pump 2 was tripped, reset it and running in auto. Notified Josh of high amps and pump is plugged. Josh pulled the pump and unplugged it the following day, Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4550691			1541, Mattawa Wastewater System	CALL	Compliance	0		Hydro power back on. transferring WTP manually	CLOSE		4/30/25 03:25 AM	4/30/25 07:15 AM	Hydro power back on. transferring WTP manually - April 30th 2025 0315am: first alarm that came in was 1101 Bissett high level alarm. which told me the Hydro power was back on. responded to that site and reset pump 2 and both pumps were running in auto after wards. 0355am: Shutdown generator and transferred power back to Hydro manually for WTP. started up WTP and went to checked on 451 Bissett lift station and cleared all alarms and started both pumps in Auto. 0525am: Called Josh about 601 McKenzie High level and main breaker was in thermal overload because pump2 was plugged. Left pump2 off and started just pump1 and high level went away. 0630am: Drove around checking all other sites making sure no overflows or reporting was needed. 0700am: Josh called in Sucker truck for Louis street and Brooke street lift stations. Kyle Michaud

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4551446			1541, Mattawa Wastewater System	CALL	Compliance	0		1101 Bissett lift station High level	CLOSE		5/2/25 08:48 PM	5/2/25 09:10 PM	- May 2nd 2025 called in for high level for 1101 Bissett street lift station. Both pumps were running fine at 8amps each. The level was high do to high river levels and peak flows in the sewers. The alarm cleared and came back on all weekend. (at least 5 times) the pumps are still pumping good. Once the river level comes down a bit, this shouldn't be an issue anymore. Informed ORO. Kyle Michaud
4554930			1541, Mattawa Wastewater System	CALL	Refurbish/ Replace/Repair	0		High Level Alarm Loius St Station-1541	COMP		5/14/25 01:15 AM	5/21/25 11:32 AM	High Level Alarm Loius St Station-1541 - 0146- Onsite for high level alarm. Pump was not tripped. Put pumps in hand. And into auto. All seems ok now. Allowed station to pump down. No issues found. High river level is causing flow issues within the campground, pumping may occur near pump start and causing the station to surcharge

Workorder Summary Report

Report Start Date: Apr 1, 2025 12:00 AM

Report End Date: Jun 30, 2025 11:59 PM

Location: 1541*

Work Order Type: CALL,EMER

Work Order Class:

				WorkOrder		PM Schedule		Workorder Details					
WO #	Asset ID	Asset Description	Location Description	Type	Class	FEQ	Units	Work Order Description	Status	Schedule Start	Actual Start	Actual Finsh	WorkLog Detail
4605813			1541, Mattawa Wastewater System	CALL	Compliance	0		300 Mattawan Pump 2 Fault	COMP		6/9/25 07:58 AM	6/9/25 08:03 AM	300 Mattawan Pump Fault - June 7th 2024 13:15 called in for pump 2 fault at 300 Mattawan lift station. 14:00 arrived on site, alarm wouldn't clear on pump 2. put pump 1 in auto. 14:30 monitor level to make sure level was in a safe range. called ORO to let him know about pump 2. Kyle Michaud



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Northeastern Ontario Region

MATTAWA WATER & WASTEWATER SYSTEMS

QUARTERLY OPERATIONS REPORT

Appendix E - Performance Assessment Report Water

1517 MATTAWA DRINKING WATER SYSTEM 210001905

	4 / 2025	5/ 2025	6/ 2025	<--Total-->	<--Avg-->	<--Max-->	<--Min-->
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Flows

Raw Flow: Monthly Total - RW1 - Well #1 (m³)	87,709.64	82,796.38	77,791.30	248,297.32			
Raw Flow: Monthly Total - RW2 - Well #2 (m³)	187.67	1,677.54	1,606.44	3,471.64			
Raw Flow: Monthly Avg - RW1 - Well #1 (m³)	2,923.65	2,670.85	2,593.04		2,729.18		
Raw Flow: Monthly Avg - RW2 - Well #2 (m³)	6.26	54.11	53.55		37.97		
Raw Flow: Monthly Max - RW1 - Well #1 (m³)	3,206.44	2,990.96	3,085.27			3,206.435	
Raw Flow: Monthly Max - RW2 - Well #2 (m³)	26.93	292.87	462.35			462.352	
Raw Flow: Monthly Total - RWT - Raw Water - Total (m³)	87,897.30	84,473.92	79,397.74	251,768.97			
Raw Flow: Monthly Avg - RWT - Raw Water - Total (m³)	2,929.91	2,724.97	2,646.59		2,767.16		
Raw Flow: Monthly Max - RWT - Raw Water - Total (m³)	3,206.44	2,990.96	3,085.27			3,206.435	

Chemical Parameters

Treated: Max Nitrite - TW - TW (mg/L)	< 0.100				<	0.100	<
Treated: Max Nitrate - TW - TW (mg/L)	< 1.000				<	1.000	<
Distribution: Max THM - DW - DW (µg/l)	< 6.000				<	6.000	<
Distribution: Max HAA - DW - DW (µg/l)	< 5.000				<	5.000	<

Chlorine Residuals

Treated: Min Free Cl2 Resid - TW - TW (mg/L)	0.085	0.099	0.076				0.076
Treated: Max Free Cl2 Resid - TW - TW (mg/L)	4.092	3.947	3.750			4.092	
Dist: Min Free Cl2 Resid - DW - DW (mg/L)	0.028	0.087	0.171				0.028
Dist: Max Free Cl2 Resid - DW - DW (mg/L)	3.196	2.300	2.359			3.196	

Bacti Samples Collected

Raw Bacti: # of samples - RW1 - Well #1	5	4	4	13			
Raw Bacti: # of samples - RW2 - Well #2	5	4	4	13			
Treated Bacti: # of samples - TW - TW	5	4	4	13			
Dist Bacti: # of samples - DW - DW	15	15	12	42			
Dist HPC: # of samples - DW - DW	5	4	4	13			
Treated Bacti: # of TC exceedances - TW - TW	0	0	0	0			
Treated Bacti: # of EC exceedances - TW - TW	0	0	0	0			
Dist Bacti: # of TC exceedances - DW - DW	0	0	0	0			
Dist Bacti: # of EC exceedances - DW - DW	0	0	0	0			



Ontario Clean Water Agency
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Northeastern Ontario Region

MATTAWA WATER & WASTEWATER SYSTEMS

QUARTERLY OPERATIONS REPORT

Appendix F - Performance Assessment Report Wastewater

1541 MATTAWA WASTEWATER TREATMENT FACILITY 110000436

	4 / 2025	5/ 2025	6/ 2025	<--Total-->	<--Avg-->	<--Max-->
Flows						
Raw Flow: Total - Raw m³/d	26,587.65	39,158.56	24,038.81	89,785.02		
Raw Flow: Avg - Raw m³/d	886.25	1,263.18	801.29		986.65	
Raw Flow: Max - Raw m³/d	1,394.74	2,063.42	1,291.64			2,063.42
Raw Flow: Count - Raw m³/d	30.00	31.00	30.00	91.00		
Eff. Flow: Total - Eff m³/d	26,587.65	39,158.56	24,038.81	89,785.02		
Eff. Flow: Avg - Eff m³/d	886.25	1,263.18	801.29		986.65	
Eff. Flow: Max - Eff m³/d	1,394.74	2,063.42	1,291.64			2,063.42
Eff Flow: Count - Eff m³/d	30.00	31.00	30.00	91.00		
Carbonaceous Biochemical Oxygen Demand: CBOD						
Eff: Avg cBOD5 - Eff mg/L	8.00	4.00	2.00		4.67	8.00
Eff: # of samples of cBOD5 - Eff	1.00	1.00	1.00	3.00		
Loading: cBOD5 - Eff kg/d	7.090	5.053	1.603		4.60	7.09
Biochemical Oxygen Demand: BOD5						
Raw: Avg BOD5 - Raw mg/L	142.00	104.00	128.00		124.67	142.00
Raw: # of samples of BOD5 - Raw	1.00	1.00	1.00	3.00		
Eff: Avg BOD5 - Eff mg/L	10.00	6.00	3.00		6.33	10.00
Eff: # of samples of BOD5 - Eff	1.00	1.00	1.00	3.00		
Loading: BOD5 - Eff kg/d	8.863	7.579	2.404		6.25	8.86
Percent Removal: BOD5 - Raw %	0.00	0.00	0.00		0.00	
Total Suspended Solids: TSS						
Raw: Avg TSS - Raw mg/L	266.00	137.00	175.00		192.67	266.00
Raw: # of samples of TSS - Raw	1.00	1.00	1.00	3.00		
Eff: Avg TSS - Eff mg/L	10.80	12.20	2.90		8.63	12.20
Eff: # of samples of TSS - Eff	1.00	1.00	1.00	3.00		
Loading: TSS - Eff kg/d	9.572	15.411	2.324		8.52	15.41
Percent Removal: TSS - Raw %	0.00	0.00	0.00		0.00	
Total Phosphorus: TP						
Raw: Avg TP - Raw mg/L	2.63	2.79	3.27		2.90	3.27
Raw: # of samples of TP - Raw	1.00	1.00	1.00	3.00		
Eff: Avg TP - Eff mg/L	0.58	1.51	1.85		1.30	1.85
Eff: # of samples of TP - Eff	5.00	4.00	5.00	14.00		
Loading: TP - Eff kg/d	0.510	1.907	1.479		1.28	1.91
Percent Removal: TP - Raw %	0.00	0.00	0.00		0.00	
Nitrogen Series						
Eff: Avg TAN - Eff mg/L	12.76	12.08	17.66		14.31	17.66
Eff: Avg NO3-N - Eff mg/L	0.12	0.06	0.05		0.08	0.12
Eff: # of samples of NO3-N - Eff	1.00	1.00	1.00	3.00		
Eff: Avg NO2-N - Eff mg/L	0.01	0.01	0.02		0.02	0.02
Eff: # of samples of NO2-N - Eff	1.00	1.00	1.00	3.00		

Notes

Strategic Plan Work Group

August 13, 2025, Virtual

1:00pm

Attendance

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

Approvals:

Agenda as distributed

For Council's September 8 meeting

Notes July 30, 25 (p. 2)

Survey Analysis Report as discussed, July 30

Strategic Plan Themes per:

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.

Unless directed by Council, there will be no further community consultation on the development of the strategic Plan.

SWOT Analysis

Further to the CAO's invitation for feedback on SWOT issues, two Councillors responded.

SWOT Discussion

Bullet points from discussion (Page 3)

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)

Next Steps

Work Group's Approval of the SWOT report, August 27

Report to Council, September 8 to include:

July 30 and August 13 SPWG's Notes

Survey Analysis Report

Strategic Plan Themes

SWOT Report

Drafting the Strategic Plan's Goals and Objectives
Report to Council on Draft Goals and Objectives
Council Approval of Draft
Town Hall Meeting
Edits to Goals and Objectives
Final Report to Council for Approval
Operational Plan, Year 1

Next Meeting, August 27

Adjourn: 2:30pm

Notes

Strategic Plan Work Group

July 30, 2025, Mattawa

2:00pm

Attendance

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

This full attendance was reflected in the WG's previous meetings on May 12, 28, June 11, 25 and July 9.

Approvals:

Agenda as read

Notes July 9 as read

Community Consultation

Review and discussion of the Report on Analysis of Survey Data (per file, "attachment April 30 notes")

The Work Group recommends the following themes to Council to guide the development of Mattawa's Strategic Plan:

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.

The Strategic Plan will evolve within the context of Mattawa's Mission, Vision and Values and the findings of the Work Group's pending SWOT analysis.

Next Steps

CAO to invite the non-Work Group Council Members to submit their thoughts on Mattawa's Strengths, Weaknesses, Opportunities and Threats for consideration by the Work group's August 13 meeting.

August 13: Pending Council's approval of the above Themes, WG to forego a SWOT analysis and initiate the development of the Strategic Plan's goals and objectives

Subsequent Development of the Strategic Plan:

- a. Draft Goals and Objectives for Council approval
- b. One Town Hall meeting to present the Strategic Plan's draft goals and objectives
- c. Council finalizes the Strategic Plan's goals and objectives
- d. Final report on the Strategic Plan
- e. Draft Operational Plan, Year One for Council's approval
 - i. To include an estimation of human and financial resource needs
- f. Approval of Operational Plan Year One.

Next Meeting
August 13

Adjourn: 4:00pm

From: David.McLean@ontario.ca
To: [Amy Leclerc](#)
Subject: Notification of Proposed Updates to the Projection Methodology Guideline (Town of Mattawa)
Date: Tuesday, August 12, 2025 3:56:12 PM
Attachments: [PROPOSED_UPDATED_PROJECTION_METHODODOLOGY_GUIDELINE_20250812.pdf](#)
[MISE_A_JOUR_PROPOSEE_DE_LA_LIGNE_DIRECTRICE_SUR_LA_METHODE_DETABLISSEMENT_DES_PREVISIONS_2025-08-12.pdf](#)

August 12, 2025;

La version française suit

The Ministry of Municipal Affairs and Housing is proposing to provide updated guidance for planning authorities on how to determine population and employment forecasts and to assess the amount of land needed to accommodate that growth. This guidance is intended to support implementation of the Provincial Planning Statement, 2024 (PPS 2024).

As you may be aware, on October 20, 2024, the PPS 2024 came into effect to provide a streamlined province-wide land use planning policy framework. Planning authorities must base their population and employment growth forecasts on the [Ontario Population Projections](#) published by the Ministry of Finance and may modify as appropriate, as informed by provincial guidance. Planning authorities must also ensure that sufficient land is made available to accommodate an appropriate range and mix of land uses to meet projected needs, as informed by provincial guidance.

A 60-day consultation seeking input on a draft of this proposed guidance has been posted through the Environmental Registry of Ontario ([ERO 025-0844](#)) closing on October 11, 2025. You are invited to share any feedback through this consultation or by email at growthplanning@ontario.ca.

Sincerely,

David McLean

Assistant Deputy Minister | Housing Policy and Planning Division Ministry of
Municipal Affairs and Housing
Ministry of Municipal Affairs and Housing | Ontario Public Service
647-640-3054 | David.McLean@ontario.ca



Le ministère des Affaires municipales et du Logement entend publier un document d'orientation mis à jour à l'intention des offices d'aménagement sur la marche à suivre pour établir des prévisions de population et d'emploi et évaluer la quantité de terrains nécessaires pour répondre à cette croissance. Ce document vise à favoriser la mise en œuvre de la Déclaration provinciale sur la planification, 2024 (DPP 2024).

Vous savez peut-être que le 20 octobre 2024, la DPP 2024 est entrée en vigueur; elle constitue un cadre stratégique rationalisé d'aménagement du territoire pour l'ensemble de la province. Les offices d'aménagement doivent fonder leurs prévisions de croissance de la population et de l'emploi sur les [Projections démographiques pour l'Ontario](#) publiées par le ministère des Finances et peuvent apporter des modifications au besoin, selon les directives provinciales. Les offices d'aménagement doivent également s'assurer que l'offre de terrains est suffisante pour permettre un éventail et une combinaison appropriés d'utilisations du sol afin de répondre aux besoins prévus, selon les directives provinciales.;

Un avis annonçant une consultation de 60 jours pour recueillir des commentaires sur une ébauche de ce document d'orientation proposé a été publié dans le Registre environnemental de l'Ontario ([ERO 025-0844](#)); cette consultation prendra fin le 11 octobre 2025. Nous vous invitons à faire part de vos commentaires dans le cadre de cette consultation ou par courriel, à growthplanning@ontario.ca.

Cordialement,

David McLean, sous-ministre adjoint;
Division des politiques de logement et de la planification
Ministère des Affaires municipales et du Logement;

PROPOSED UPDATES TO THE PROJECTION METHODOLOGY GUIDELINE

*To support implementation of
PPS, 2024*

PROPOSED UPDATES TO THE PROJECTION METHODOLOGY GUIDELINE

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Disponible en français

Preface

In 2024, the Province released the [Provincial Planning Statement](#) (PPS, 2024), replacing the Provincial Policy Statement, 2020, and revoked [the Growth Plan for the Greater Golden Horseshoe 2019](#) (Growth Plan). The PPS, 2024 is a policy statement issued under the authority of section 3 of the *Planning Act* and came into effect on October 20, 2024. The PPS, 2024 applies to all decisions in respect of the exercise of any authority that affects a planning matter made on or after October 20, 2024.

Planning authorities shall base population and employment forecasts on the [Ontario Population Projections](#) (MOF projections), published by the Ministry of Finance (MOF) and may modify, as appropriate. Sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance.

The Ministry of Municipal Affairs and Housing (MMAH) is seeking feedback on proposed guidance that would assist planning authorities with establishing population and employment forecasts and identifying related land needs requirements to plan their communities and support meeting Ontario's significant growth needs.

Before the PPS, 2024 came into effect, in accordance with the Growth Plan, municipalities in the Greater Golden Horseshoe were required to use a land needs assessment methodology. The 1995 Projection Methodology Guideline (PMG) has been available to be used elsewhere in Ontario to assist in determining population and employment forecasts and assessing housing and land needs requirements. An update to the PMG is needed to support the implementation of the PPS, 2024, reflect recent provincial government priorities, and incorporate new information, data sources and best practices.

Seeking feedback

The Province is now seeking feedback on a proposed population and employment forecast guidance that would replace the existing PMG. Should the government adopt the proposed guidance, subject to consultation, input and refinement, and issue new guidance, the government would consequentially repeal the PMG.

While not included here, the final version of guidance may include hypothetical scenarios to show how municipalities could implement the recommended methods. These scenarios could be based on specific geographies and/or typologies (e.g., *large and fast-growing municipalities*, northern municipalities, and small or rural municipalities).

Each scenario could include a background narrative with hypothetical local conditions to illustrate step-by-step how different municipalities would follow and implement the guidance. The scenarios could illustrate how the proposed guidance is applicable to a range of considerations. If there are any specific matters you would like addressed or better explained through case study scenarios, please include the specifics of what would be most helpful.

Please submit comments on the Environmental Registry of Ontario (ERO) in response to posting [#025-0844](#). Comments may also be provided by email to growthplanning@ontario.ca. The deadline for written comments is October 11, 2025. Feedback will be taken into consideration prior to a final decision about the proposed guidance.

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List of Acronyms

Acronym	Term
ARU	Additional Residential Unit
CMHC	Canadian Mortgage and Housing Corporation:
CD	Census Division
CSD	Census Subdivision
DGA	Designated Growth Areas
ELE	Employment Land Employment
FSI	Floor Space Index
FSW	Floor Space per Worker
GE	General Employment
MZO	Minister's Zoning Order
MOF	Ministry of Finance
MMAH	Ministry of Municipal Affairs and Housing
MPAC	Municipal Property Assessment Corporation
NOC	National Occupation Classification data
PPU	Persons-per-unit
PMG	Projection Methodology Guideline
PPS	Provincial Planning Statement
SABE	Settlement Area Boundary Expansion

Chapter 1: Introduction

As Canada continues to be a leader in population growth among the G7 nations, the bulk of this growth is occurring in Ontario. It is essential that Ontario municipalities' growth planning adequately anticipates these pressures, both in the near term and well into the future. Adequate growth planning ensures the land and infrastructure needs of current and future Ontarians are in place and reflect the diverse needs of Ontarian families and businesses, as well as overall balance in the housing market.

A major step towards achieving the ambitious planning required to adequately and affordably house a growing population and workforce the Province released the Provincial Planning Statement (PPS, 2024). The PPS, 2024 is a policy statement issued under the authority of section 3 of the *Planning Act* and applies to all decisions in respect of the exercise of any authority that affects a planning matter made on or after October 20, 2024.

The PPS, 2024 provides overall policy directions on matters of provincial interest related to land use planning and development in Ontario, and applies province-wide, except where provincial policy, a provincial plan or applicable legislation or regulation provides otherwise. Provincial guidance, including guidance material, guidelines and technical criteria may be issued from time to time to assist planning authorities and decision-makers with implementing the policies of the PPS, 2024. Information, technical criteria, and methods outlined in the guidance are meant to support implementation but not add to or detract from the policies of the PPS, 2024.

PPS, 2024 policy context

As a part of the implementation of the PPS, 2024, planning authorities must establish the amount of population and employment growth to plan for and determine the amount of land required to accommodate that growth.

The PPS, 2024 policies provide the parameters for the amount of growth to be planned for in municipalities. Of specific relevance is the following policy direction:

As informed by provincial guidance, planning authorities shall base population and employment growth forecasts on Ontario Population Projections published by the MOF and may modify as appropriate (policy 2.1.1).

Notwithstanding policy 2.1.1, municipalities may continue to forecast growth using population and employment forecasts previously issued by the Province for the purposes of land use planning (policy 2.1.2).

At the time of creating a new official plan and each official plan update, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance (policy 2.1.3).

In addition, the PPS, 2024 provides policy direction that could impact the amount of growth to be planned for and the associated land needs. This includes, but is not limited to, the following policies:

Planning authorities shall provide for an appropriate range and mix of *housing options* and densities to meet projected needs of current and future residents of the *regional market area* (policy 2.2.1).

Planning authorities shall support general *intensification* and *redevelopment* to support the achievement of *complete communities*, including by planning for a range and mix of *housing options* and prioritizing planning and investment in the necessary *infrastructure* and *public service facilities* (policy 2.3.1.3).

Planning authorities shall establish and implement minimum targets for *intensification* and *redevelopment* within built-up areas, based on local conditions (policy 2.3.1.4).

To support the achievement of *complete communities*, a range and mix of *housing options*, *intensification* and more mixed-use development, *strategic growth areas* should be planned:

- a) to accommodate significant population and employment growth;
- b) as focal areas for education, commercial, recreational, and cultural uses;
- c) to accommodate and support the transit network and provide connection points for inter- and intra-regional transit; and
- d) to support *affordable*, accessible, and equitable housing (policy 2.4.1.2).

Planning authorities are encouraged to establish density targets for *designated growth areas*, based on local conditions. *Large and fast-growing municipalities* are encouraged to plan for a target of 50 residents and jobs per gross hectare in *designated growth areas* (policy 2.3.1.5).

Planning authorities shall designate, protect, and plan for all *employment areas* in *settlement areas* (policy 2.8.2.3).

They must also promote economic development through the provision of a mix and range of employment uses, *intensification* of employment uses and mixed-use development, and the provision of employment uses located both inside and outside of *employment areas* (policy 2.8.1.1).

Major office and major institutional development should be directed to *major transit station areas* or other *strategic growth areas* where *frequent transit* service is available (policy 2.8.1.4).

The guidance supports policy implementation but does not add to or detract from the policies of PPS, 2024.

Scope

Population and employment forecasts are important components needed for planning authorities, including upper-tier, single-tier, and lower-tier municipalities without planning responsibilities ('municipalities'), to plan their communities. This information can be used by municipalities to identify growth areas, manage infrastructure, attract employment and economic development, and coordinate public services to meet short and long-term needs. Municipalities make local land use planning decisions that will determine the future of their communities and municipal planning decisions and planning documents (e.g., official plans) must be consistent with the PPS, 2024.

This guidance is intended to help municipalities develop population and employment forecasts and identify the quantity of land needed by the municipality by the planning horizon. However, the focus of guidance is on the quantum of lands required for *settlement areas* and employment, and not the location of new *settlement areas*, location of expansions to *settlement areas*, location of *employment areas*, or the suitability of whether a particular area of land should be included or removed from an *employment area*. These matters are to be addressed consistent with relevant PPS, 2024 policies.

Guiding principles

This guidance is based on the following principles:

Ambition and balance: provide ample, adequate planned and serviced land, reducing and avoiding market imbalances or distortions stemming from an insufficient land supply relative to demand.

Consistency and functionality: produce functional and actionable results that assist municipalities in ensuring land use planning decisions are consistent with the policies of the PPS, 2024.

Transparency: provide a standardized approach to identifying the forecasted population and employment to the planning horizon, transparently allow for identifying the quantity of housing needs by type and assessing land needs.

Clarity and ease of implementation: provide a clear set of guidelines that can easily be followed by upper, lower, and single-tier municipalities of varying size and conditions.

Considerations for the guidance

There are several aspects to consider when using the guidance, including:

- Municipalities would update their population and employment forecasts and implement them in their official plans at the time of their next official plan update pursuant to the *Planning Act*. The *Planning Act* requires official plans to be revised every five years after an amendment is made, or ten years after a new official plan is approved. Municipalities would not be required to update their long-range forecasts outside of the statutory *Planning Act* requirements.

The land needs of a community generally do not fluctuate on an annual basis given the longer-term nature of land use planning. As such, municipalities can accurately address changes in growth forecasts and land needs through the standard official plan review cycle.

- The PPS, 2024 requires municipalities plan to meet projected needs for a time horizon of at least 20 years, but not more than 30 years. The MOF publishes the MOF projections, which are projected by year for a range of up to 25 years beyond the census year on which the projections are based.

Municipalities should use the most recent MOF projections published and available at the time of an official plan update, accompanied by relevant market indicators aimed at providing the most accurate picture possible of the supply and demand dynamics relating to land use.

It is recommended that municipalities plan to the horizon that aligns with the outer range of the MOF projections available at the time of an official plan update. Municipalities could use any specific horizon, provided that the projection year is within 20 to 30 years.

In addition, municipalities should consider the timing of a 'major' update issued by the MOF (i.e., projections that are updated to incorporate data published from the most recent census) and align their long-range forecasting work accordingly.

- A coordinated, integrated and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies, boards, and Service Managers. The guidance reflects PPS, 2024 policy direction encouraging inter-municipal collaboration and coordination through all stages of the forecasting and land needs assessment processes. Coordination is recommended to ensure the methods of allocating projections for each municipality consider the future population, housing, land use, infrastructure needs within an entire census division, in accordance with PPS, 2024 policies.

Projections and forecasts: A projection extrapolates present trends (e.g., fertility, mortality, and migration) to a future state (e.g., population) based on the assumption that the trends would continue. A projection is neutral and does not consider how changes in assumptions or potential uncertainty in the continuation of past trends would impact the future. By contrast, a forecast is a best estimate to predict a future state (e.g., population, employment) that builds on present trends and considers the potential impacts that changing variables and assumptions may have.

Guidance contents

The proposed guidance is organized as follows:

- chapter 2 outlines the methods for establishing a municipality's population projection
- chapter 3 outlines the steps for developing a municipality's housing needs forecast
- chapter 4 outlines the methods for determining a municipality's employment needs forecast
- chapter 5 outlines the steps to undertake a land needs assessment to accommodate a municipality's projected population and employment needs
- chapter 6 outlines information on implementation, including collaboration between municipalities, documentation, and using the results

Where a word is italicized, the definition of the word or phrase is to be understood as reflecting the corresponding definition in PPS, 2024. For non-italicized terms, the normal meaning of the word applies. Where a word or phrase is typically used in a planning context, the meaning associated with the use of that word or phrase within the planning context is intended to apply. A glossary is provided to clarify certain terms that are used in the guidance.

Any references to specific policies and associated policy numbers in this document are references to the corresponding policies in the PPS, 2024.

Chapter 2: Establishing Municipal Population Projections

Overview

The purpose of Chapter 2 is to identify and allocate the MOF population projections from the census division (CD) to the municipality (i.e., census subdivision (CSD)) to the planning horizon.

The MOF population projections reflect annual demographic trends and are issued for each of Ontario's 49 CDs. They are foundational to the development of future municipal population projections.

The approach is to develop upper and lower future population projection ranges, to support municipalities plan for future needs, while providing a test on municipal projections in relation to the CD to ensure a reasonable outcome. The range would be developed using two methods:

1. a municipality's population share of the CD, and
2. the municipality's share of population growth within the CD.

The outcome of this chapter would be used as an input in developing housing and employment forecasts.

Population step 1: obtaining and determining municipal projections

Purpose

The purpose is to identify the MOF projections for the applicable CD geography and determine each municipality's share of the projection.

Policy basis

As informed by provincial guidance, planning authorities shall base population and employment growth forecasts on Ontario Population Projections published by the MOF and may modify, as appropriate (policy 2.1.1).

Recommended approach

To achieve the objective, municipalities should disaggregate the MOF projections from the CD to the CSD (i.e., the municipality) to the planning horizon. Municipalities should apply at least two different methods (outlined below) to obtain projection results based on past growth and on assumptions for future growth.

Single-tier municipalities whose geographic boundary aligns with a CD could use the MOF projections for the CD.

Municipalities are equipped to develop employment forecasts and assess housing and land needs based on the MOF projections (as explained in other parts of the guidance).

There are two recommended methods for determining the municipality's share in the projection:

1. **Population share (Method A):** Accounting for the municipality's share in the CD projected population, according to the MOF projections. For this method:
 - municipalities should use the latest data available from Statistics Canada for their population and the CD total population to calculate the share of CD scale population
 - municipalities apply the population shares to the MOF's CD scale population projections for the municipality's planning horizon to get their population projection
2. **Growth share (Method B):** This method relies on linear growth for each municipality within the CD to calculate the share of a municipality's growth within the CD. For this method:
 - municipalities use the latest data available from Statistics Canada on population growth for the CD and for the CSD/municipal level to calculate their share of CD growth
 - municipalities, to obtain their population projections, would calculate growth shares from an appropriate consecutive five-year period within the previous 10 years to account for short term variations in population. They would then apply the growth shares to the MOF's CD population projections for the municipality's planning horizon.

If a municipality anticipates growth outside the projection range, it should document the approach and data sources used and provide the rationale and methodology behind the calculation. Examples of rationales may include assumptions such as major infrastructure investment, unusual growth patterns that would skew the development of a municipal-scale projection, and immigration forecast updates, etc.

The approach might result in a diverse range of growth projections for different municipalities. As such, municipalities with minimal population growth should use the current population as a ‘floor’. Later steps consider other matters that would affect housing, employment, and land use planning to ensure adaptable and resilient resource allocation and infrastructure development.

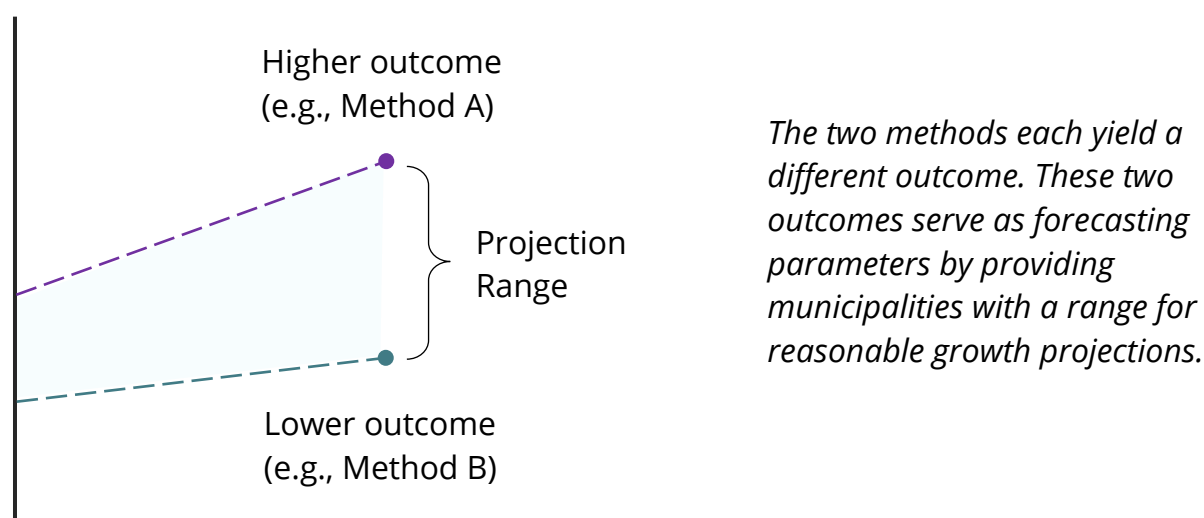


Figure 1: Illustration of the population projection range

Municipalities in the Greater Golden Horseshoe (GGH) may continue to use the population growth forecasts to 2051 provided in Schedule 3 of A Place to Grow: Growth Plan for the Greater Golden Horseshoe 2019, to help with the transition to base population and employment forecasts on the MOF projections. Municipalities may continue to forecast growth using population and employment forecasts previously issued by the Province for the purposes of land use planning (policy 2.1.2).

However, they will be required to base their population and employment growth forecasts on the MOF projections in the future, where the forecasts in Schedule 3 no longer satisfy the policy requirement to plan for a horizon of at least 20 years.

Considerations

The MOF updates population projections annually to reflect the latest and emerging demographic trends and data on fertility, mortality, and migration. There is a comprehensive review, and major updates conducted every five years, which are based on the most recent census and additional supporting data, review of methodology and long-term assumptions.

The methodology used by the MOF to develop long-term population projections is the cohort-component method, essentially a demographic accounting system. The calculation starts with the base-year population (the starting year where the population number from which the accounting method adds and subtracts population), distributed by age and gender.

A separate analysis and projection of each component of population growth is made for each year, starting with births. Then, projections of deaths and the five migration components (immigration, emigration, net change in non-permanent residents, interprovincial in- and out-migration, and intra-provincial in- and out-migration) are also generated and added to the population cohorts to obtain the population of the subsequent year, by age and gender.

This methodology is followed for each of the 49 CDs. The Ontario-level population is obtained by summing the projected CD populations.

The MOF projections are based on population growth trends and consider all streams of inward and outward migration patterns and targets. They do not include explicit economic assumptions or public policy choices (e.g., regional development, land use, infrastructure). They represent the base-case scenario if current trends continue.

While the MOF publishes three population growth scenarios at the provincial level (i.e., reference, high and low), projections at the CD scale are issued using the reference scenario. It is recommended that CD projections are used as the basis for the population projection, as it is more reflective of growth in the municipality.

While population projections are the policy basis on which to plan for future needs, they are subject to uncertainty due to factors such as economic downturn/recession, population surge/decline etc., which can create significant challenges for land use planning. For example, if a sudden economic downturn occurs, it could lead to lower population growth than projected, resulting in overestimation of the need for housing, infrastructure, and services. Alternatively, an unexpected population surge due to migration could strain a municipality's existing resources and infrastructure.

The MOF projections do not reflect local characteristics regarding existing and planned infrastructure capacity or availability, economic and planning assumptions, information from official plans or locally prepared projections. Therefore, the local context is helpful in supplementing the MOF projections.

Every five years, a major update to the MOF projections is produced to include results from the latest Census (now 2021) and to review the methodology and long-term assumptions. This is a major update. A consultation process with ministries, upper-tier municipalities, and academic demographers takes place to gather feedback to validate the major assumptions.

Every year, an update to the technical report and tables is released by the MOF to include the latest population estimates and the most recent data on fertility, mortality, and migration. This is a minor update.

The MOF projections are the only publicly available set of population projections for Ontario and its 49 CDs, where the population of the CDs sum to the population of Ontario. Because the MOF projections are updated each year and provide detailed age results, they are used for planning purposes throughout the Ontario government, and by municipalities, school boards, health units, researchers, and the private sector.

The MOF projections are based on population growth trends and consider all streams of inward and outward migration patterns and targets. They do not include explicit economic assumptions or public policy choices (e.g., on regional development, land use, new infrastructure). They represent the base-case scenario if current trends continue.

Unusual growth scenarios (e.g., high, or low) that use the MOF projections can lead to planning outcomes that misalign population and employment land needs and infrastructure. For example, overestimating growth may cause infrastructure to be overbuilt and create financial strain for the municipality. Alternatively, underestimating growth can result in insufficient infrastructure, service shortfalls, and municipalities may face increased capital costs to address undercapacity issues.

In cases where the municipality is aware of upcoming significant development or infrastructure investment, it may adjust its population forecast upwards to best utilize available (and planned) infrastructure. These may include, for example, upgraded municipal water servicing, impacts of Minister's zoning orders, or new major facilities. Municipalities should ensure that any adjustment is grounded in local data availability and circumstances, and the rationale is clearly documented to ensure that they can demonstrate how and why the adjustments were made to support informed decisions by the approval authority.

The recommended approach mitigates some of the uncertainty by establishing a range of population projections that would inform municipal forecasts. However, it is ultimately based on historical trends and cannot fully account for future events.

All municipalities have the flexibility to modify their projections, within the projection range, based on local conditions. The approach fits a variety of different types of municipalities and diverse local conditions using publicly available data sources. This approach:

- enables lower-tier municipalities with planning authority to establish forecasts through evidence-based decision-making
- supports planning authorities to assess whether municipalities are over- or under-projecting the population at the planning horizon
- provides flexibility to municipalities to convert the MOF projections (as required by the PPS, 2024) to support long range planning within an official plan; and
- equips municipalities to assess housing, employment and land needs with a municipal population projection based on the MOF projections (as explained in other parts of the guidance)

Outcome

The results of the two methods would become the upper and lower parameters of the range of reasonable growth projections for each municipality (before the application of adjustments based on additional market indicators—see chapter 3). Each one of the recommended methods could produce either the higher or lower parameters of a municipality's projection range, depending on the population and growth patterns of the municipality in relation to the CD. Each municipality would select a growth projection within its projection range. The projection range provides flexibility to municipalities to convert the MOF projections (as required by the PPS, 2024) into forecasts to support long range planning within an official plan.

Determining population projections at the CSD level provides a starting point for population step 2, where population projections by age cohort are established as an input for identifying required housing. The outcome is also a direct input for identifying employment need.

Municipalities that anticipate no growth or negative growth in the planning horizon may still benefit from developing housing and employment forecasts. Therefore, they should follow relevant steps in the guidance. For example, existing housing stock may not match the type of housing identified in the housing needs or employment may require additional land, etc.

Population step 2: developing population projections by age cohorts

Purpose

The purpose is to project future population size and characteristics, by age cohorts. Information on the share of each age group in the municipality's population then informs the development of housing forecasts, as changes in the age structure of the population impacts housing needs in the municipality.

Policy basis

As informed by provincial guidance, planning authorities shall base population and employment growth forecasts on Ontario Population Projections published by the MOF and may modify, as appropriate (policy 2.1.1).

Recommended approach

Municipalities are recommended to take census data on the age of primary household maintainer and compile the data into five-year age groups. This data is used to determine the share of each age group in the projected population. Five-year age groups are generally used, as annual projections require more data and labour to calculate.

Municipalities should extrapolate the census population for the latest census year by applying a growth calculation, similar to the growth share approach in population step 1. For each five-year cohort, municipalities apply the growth shares for an appropriate consecutive five-year period within the previous 10 years. The share of the growth for each cohort would then be applied to the municipal projected population from population step 1. The approach accounts for short term variations in population projections.

As an alternative, a municipality may undertake a more complex cohort-survival model accounting for births, deaths and immigration using additional data sources. The approach should be documented with a rationale provided to explain why the cumulative total would be different from population step 1.

Whether developing an age structure projection, or extrapolating age cohorts from the latest census, the projected population at the horizon for the municipality from population step 1 is the control for the results developed in this step. Municipalities should review the total population by age cohort developed in this step against the results of population step 1. It is anticipated that municipalities would refine their approach and calculations through an iterative process to ensure the results of both population step 1 and population step 2 align.

Considerations

The MOF publishes projections by age and sex for the 49 CDs. This data could be used as a control when assessed in coordination and collaboration with municipalities within the same CD to ensure that the combined projected population by age cohorts are not over- or under-projecting the CD population at the horizon. However, the age cohort projections themselves are not useful as a starting point to disaggregate at the municipal scale.

Outcome

The result is a municipal level population projection by five-year age groups that is the input for calculating housing needs (Chapter 3).

Chapter 3: Developing Housing Needs Forecasts

Overview

The purpose of Chapter 3 is to determine the amount of housing needed to the horizon year, accounting for *intensification* within built-up areas in existing *settlement areas* and the need for additional *settlement area* land (i.e., *designated growth area* land) to accommodate future housing needs.

Once municipalities have established their population projections, they should calculate the housing needs for the entire population and develop a housing needs forecast to accommodate growth in the planning horizon.

The approach to developing housing needs forecast to the horizon considers a municipal level forecast of housing by type (e.g., low, medium, high density) and location (*intensification* within *settlement areas/designated growth areas*) based on housing needs by age cohort. This housing needs information would be used as an input for assessing land needs. Municipalities could adjust their housing needs forecast to account for additional data sources, affordable housing, and market demand forecasts or indicators.

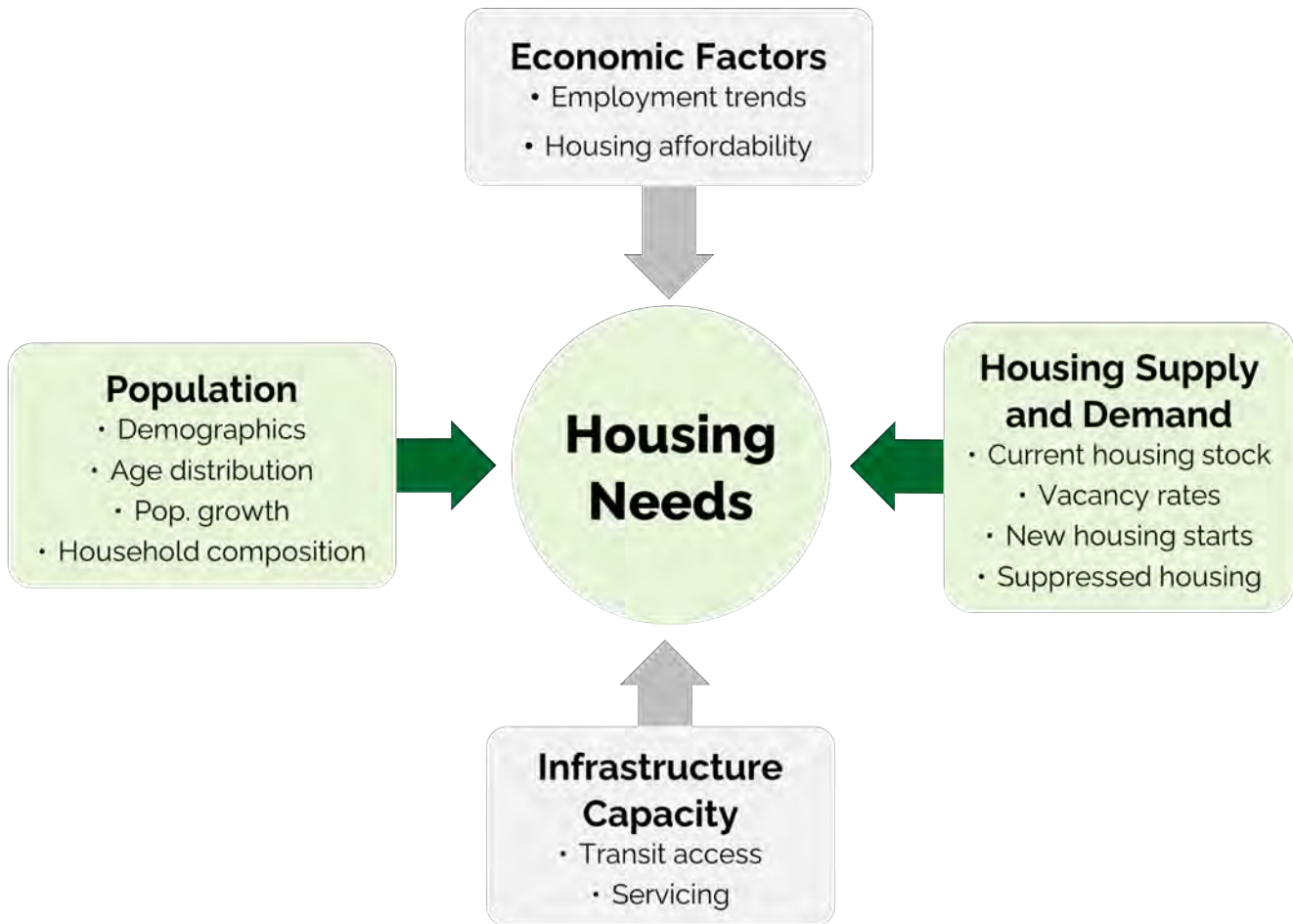


Figure 2: Diagram of factors influencing housing needs

Housing step 1: calculating projected housing needs

Purpose

The purpose is to determine the municipality's projected total housing needs, which is the number of households to be accommodated in the planning horizon, in housing units.

Policy basis

At the time of creating a new official plan and each official plan update, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance (policy 2.1.3).

To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall:

- a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through lands which are designated and available for residential development; and
- b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned, including units in draft approved or registered plans (policy 2.1.4).

Recommended approach

Municipalities should use the municipal-level population projections, calculated in chapter 2, and apply the age-specific headship rate to calculate the projected total housing needs. The headship rate is defined as the proportion of people who head a household (i.e., primary household maintainer) within a population cohort.

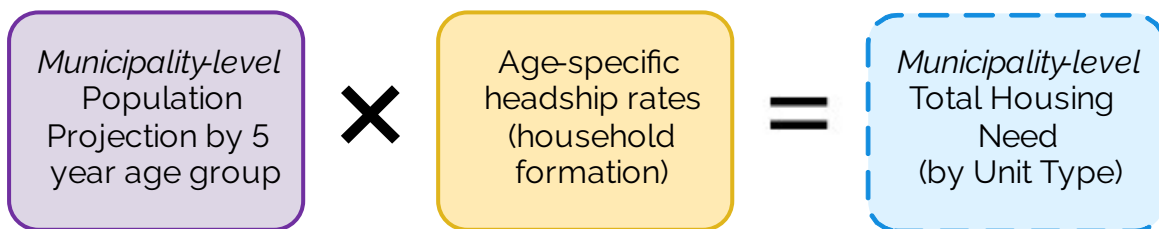


Figure 3: Diagram of housing step 1 – calculating housing needs

Considerations

In general, municipalities should assume that household formation rates by age will not vary significantly from those in the latest census. While each household is associated with a housing unit, it is not necessarily linked to a particular type of housing unit. As a result, household formation should not vary in response to the expected change in the mix of housing types resulting from policy. If any deviation from recent census rates is assumed, a clear rationale and robust analysis should be provided to substantiate the change.

Municipalities should consider suppressed household formation, housing tenure and propensities for households to occupy certain types of housing starting at this step. Housing needs categorized by unit type may be carried over through subsequent steps for a more accurate land needs assessment in chapter 5 (and especially using method 2 for land needs assessment).

Headship rates that are age specific are available at the CSD level through the most recent census household data from Statistics Canada, and they are generally consistent over time. Households are social arrangements that vary by age and life cycle choices and includes events such as moving away from one's parents, forming couples, getting divorced, or the death of a spouse. Municipalities may refine headship rates data to reflect anticipated demographic changes and household trends, provided the adjustment is evidence-based, follows a clear rationale and that the decision-making process is clearly documented.

To be consistent with PPS, 2024 policies, municipalities should consider repeating Housing Step 1 to account for a 15-year planning horizon. PPS, 2024 policy 2.1.4 a requires planning authorities maintain at all times the ability to accommodate residential growth for a minimum of 15 years.

The short-term planning horizon in PPS, 2024 policy 2.1.4.b (see above), seeks to maintain a minimum availability of a three-year supply of residential units, on land suitably zoned with sufficient servicing capacity, to accommodate short-term development growth patterns. In particular, to coordinate infrastructure needs with land supply. This three-year supply is accounted for within the land need assessment adjustments detailed in Chapter 5.

Outcome

The outcome is the number of housing units needed in the horizon year. This is the input for developing a housing needs forecast in Housing Step 2.

Housing step 2: Developing a housing needs forecast

Purpose

The purpose of housing step 2 is to develop a housing needs forecast for the total number of households anticipated in the planning horizon. This is based on number of housing units needed in the horizon year, which would be adjusted according to local conditions and to reflect existing housing stock.

Policy basis

At the time of creating a new official plan and each official plan update, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance (policy 2.1.3).

To provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall:

- a) maintain at all times the ability to accommodate residential growth for a minimum of 15 years through lands which are *designated and available* for residential development; and
- b) maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned, including units in draft approved or registered plans (policy 2.1.4).

Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by:

- a) establishing and implementing minimum targets for the provision of housing that is *affordable* to *low and moderate income households*, and coordinating land use planning and planning for housing with Service Managers to address the full range of *housing options* including *affordable* housing needs;
- b) permitting and facilitating:
 - 1. all *housing options* required to meet the social, health, economic and well-being requirements of current and future residents, including *additional needs housing* and needs arising from demographic changes and

employment opportunities; and

2. all types of residential *intensification*, including the *development* and *redevelopment* of underutilized commercial and institutional sites (e.g., shopping malls and plazas) for residential use, development and introduction of new *housing options* within previously developed areas, and *redevelopment*, which results in a net increase in residential units in accordance with policy 2.3.1.3;
- c) promoting densities for new housing which efficiently use land, resources, *infrastructure* and *public service facilities*, and support the use of *active transportation*; and
- d) requiring *transit-supportive* development and prioritizing *intensification*, including potential air rights development, in proximity to transit, including corridors and stations (policy 2.2.1).

Recommended approach

Municipalities should adjust the projected total housing needs obtained in Housing Step 1 to consider any relevant local housing market factors that could impact the number and type of units needed.

Then, the existing housing stock should be subtracted from the total housing needs to get a forecast of the number of additional units required to accommodate growth in the municipality.

It is recommended that when developing a housing needs forecast municipalities consider factors such as the following (the list of local housing market factors is not exhaustive):

- suppressed household formation:

Due to factors including demographic shifts, housing affordability, and availability of different unit types, there may be fewer census households than would have formed otherwise. Municipalities should use an approach that could be applied to calculate the extent of household suppression that is appropriate for its local data, circumstances and context. Each municipality should seek to obtain and document information that is relevant to its local circumstances.

Municipalities may include an analysis of headship rates in comparison to other comparable municipalities. Where a municipality may identify a trend where its historical headship rates is lower than rates of similar municipalities, the

municipality should adjust headship rate upward to account for lower, or suppressed, household formation.

Available general resources include reports by Canada Mortgage and Housing Corporation (CMHC), for example, on household by maintainer, and by the Office of the Parliamentary Budget Officer on household formation and the housing stock.

- *housing options* and affordability:

Municipalities should develop their housing needs forecast while considering their minimum targets for the provision of housing for all market segments, especially as suggested by market indicators. These include a mix of larger, family-sized homes, smaller workforce or student housing, ground-oriented housing, mid-rise, and high rise, as well as housing that is *affordable to low and moderate income households* and the PPS, 2024 requirement to provide for an appropriate range and mix of *housing options*. These factors may require adjustments relative to affordability and housing options, including the availability of various unit types, at the census base year.

- target vacancy rates to achieve market balance:

The forecast could be adjusted to compensate for significant over- or under-supply in housing stock in the census year, which, if exists, is evident by data on vacancy rates. To determine unusually high or low vacancies, planning authorities from each market area should calculate their natural rate of vacancy. This means the rate of unoccupied housing units that allows for the normal functioning of the housing market, including turnover, choice, and mobility. The intention is to achieve a balance in the market, without inducing rent inflation, such as due to a chronic undersupply of housing units, or deflation, such as being the result of a structural oversupply of housing units. In the absence of data or capacity to calculate the natural rate of vacancy, a range of 3% to 5% should be applied.

- “market contingency factor”:

This factor indicates fluctuations in supply and demand due to unusual events. Examples include: changes in the economy on the provincial, federal or international level; changes in land use planning or other legislation or regulations that would affect landowners’ ability to develop their land or the pace of development; and macro changes that could have implications on local housing markets, such as a major change in seasonal population (e.g., students), intra-provincial relocation decisions driven in part by affordability) or major

technological or societal shifts (e.g. hybrid/remove work enabled through technological enhancements), and increasing demands to live beyond core metropolitan regions. A municipality could provide for a contingency factor by adjusting the forecasted housing needs upwards by a percentage, depending on the extent of data available.

Any adjustments should take into account the character and type of the units (e.g., size, quality, affordability, etc.).

When adjusting the housing needs forecast to reflect these or other factors, municipalities should substantiate the adjustment(s) by documenting the evidence and the decision-making process on which they rely.

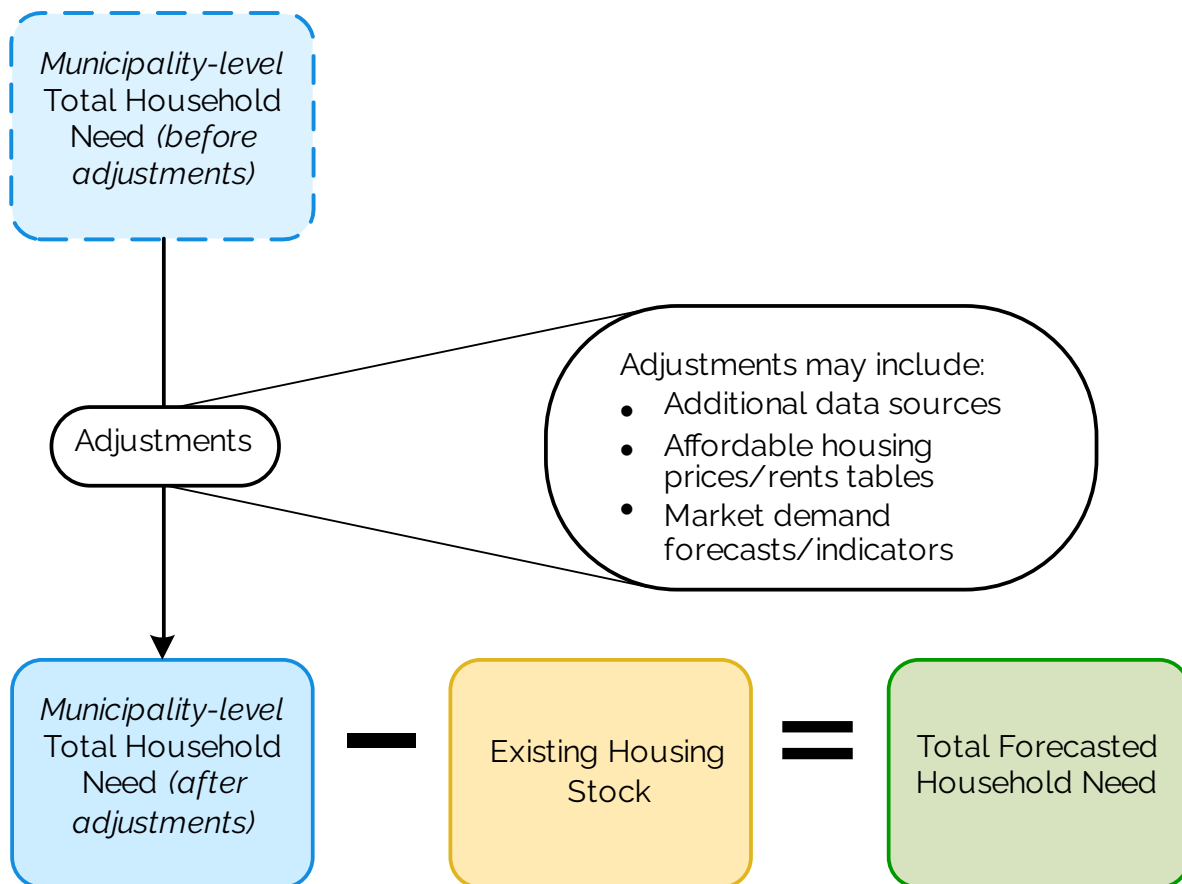


Figure 4: Diagram of housing step 2 – developing a housing needs forecast

Considerations

Housing needs adjustments, particularly for vacancy rates and market contingency, may or may not have a significant impact on the forecasted housing needs to the horizon year. However, they are more likely to have implications for short- and medium-term land needs assessments per policy 2.1.4.

Existing stock includes units that are under construction. Municipalities should also consider fluctuations of stock, such as the results of seasonal occupancy. Housing units that are in land use approval process would be accounted for in the land needs assessment, not in the existing housing stock in this step.

When calculating the existing housing stock, municipalities should consider additions to the housing stock since the census base year that was used for projections and subtract those housing units from the forecasted need. A municipality could use, for example, information from building permits, classified by unit type.

Moreover, municipalities should consider stock loss that needs to be replaced due to demolitions, conversions, abandonment, impacts of a changing climate and natural hazards. Information on stock loss may be available internally (e.g., building permits issued) or from external sources (e.g., CMHC starts/completions data or updated assessment data from the Municipal Property Assessment Corporation (MPAC)).

Municipalities who are able to obtain the data needed to support housing needs adjustments would be able to determine land needs more accurately (chapter 5).

Once municipalities calculate the total forecasted housing needs (i.e., the outcome of this step), they should also plan for infrastructure development to match the increase of supply to accommodate that need. This includes improving existing infrastructure to facilitate some of the housing needs to be accommodated through intensification, which is accounted for in housing step 3.

Outcome

The outcome is the total forecasted housing needs, in the planning horizon. This is the input for determining housing accommodated through *intensification* and the estimated housing to be accommodated through new development in housing step 3.

Housing step 3: planning for intensification

Purpose

The purpose is to determine the amount of housing that can be accommodated through *intensification*. Furthermore, it provides supporting data needed to estimate the amount of housing to be accommodated through new development, which would impact land needs. This is referred to here as the estimated housing needs outside the built-up area.

Policy basis

Planning authorities shall support general intensification and redevelopment to support the achievement of complete communities, including by planning for a range and mix of housing options and prioritizing planning and investment in the necessary infrastructure and public service facilities (policy 2.3.1.3).

Planning authorities shall establish and implement minimum targets for intensification and redevelopment within built-up areas, based on local conditions (policy 2.3.1.4).

To support the achievement of complete communities, a range and mix of housing options, intensification and more mixed-use development, strategic growth areas should be planned:

- a) to accommodate significant population and employment growth;
- b) as focal areas for education, commercial, recreational, and cultural uses;
- c) to accommodate and support the transit network and provide connection points for inter-and intra-regional transit; and
- d) to support *affordable*, accessible, and equitable housing (policy 2.4.1.2).

Recommended approach

To estimate housing needs outside the built-up area, municipalities should subtract the amount of housing that can be accommodated through *intensification* (according to their *intensification* targets) from the total forecasted housing needs.

The municipality's *intensification* targets should be set to reflect municipal objectives, local conditions, and various forms of *intensification*, such as (but not limited to):

- opportunities for in-fill and *redevelopment*, including reuse of *brownfield sites* and underutilized shopping malls and plazas, development of vacant and/or underutilized lots within previously developed areas, the expansion or conversion of existing buildings, and additional residential units (ARU) on farms where appropriate
- *infrastructure* availability and capacity
- market demand
- availability and viability of surrounding *prime agricultural areas*; and
- environmental constraints



Figure 5: Illustration of housing step 3 – planning for intensification

Considerations

In setting intensification targets and determining the amount and type of housing units that can be accommodated through *intensification*, municipalities should consider the overarching PPS, 2024 goal of creating and supporting *complete communities*, affordability needs, transit supportive densities, housing typology, tenure trends and seasonal housing. In addition, municipalities should consider the PPS, 2024 requirement to plan for a range and mix of *housing options*.

Outcome

The outcome is the total estimated housing needs outside the built-up area and is the input to identify the amount of land needed to accommodate new housing developments.

Chapter 4: Developing Employment Forecasts

Overview

The purpose of Chapter 4 is to establish the amount and type of employment growth that should be accommodated over the planning horizon; as well as the location of the employment growth (*intensification* within *settlement areas / designated growth area*). This employment growth information would be an input in assessing land needs.

The relationship between employment and housing (Chapter 3) is circular. Through income, employment influences housing demand; while through mobility, housing availability affects employment opportunities along with other factors (e.g., climate change impacts, supply chain considerations, geopolitical instability).

The recommended approach for identifying employment needs focuses on considering demographic factors (e.g., population growth, labour supply etc.), in addition to other, factors such as *infrastructure* capacity and government policies at the federal, provincial, and municipal levels.

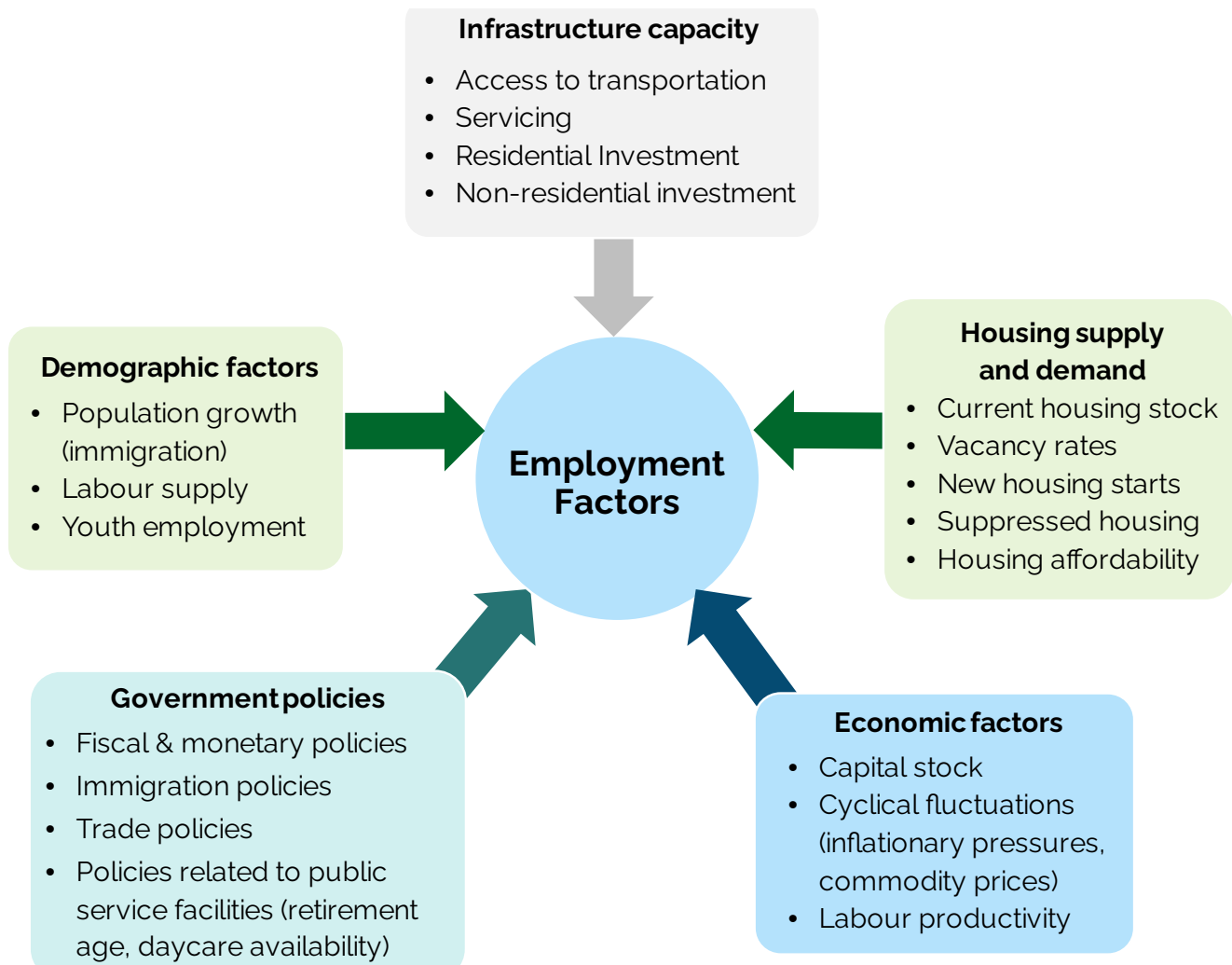


Figure 6: Illustration of factors informing employment projections

Employment step 1: calculating projected employment need

Purpose

The purpose is to determine the municipality's projected total employment needs, which is the number of jobs needed to accommodate employment in the planning horizon.

Policy basis

As informed by provincial guidance, planning authorities shall base population and employment growth forecasts on Ontario Population Projections published by the MOF and may modify, as appropriate (policy 2.1.1).

Recommended approach

Municipalities should identify employment needs by calculating their municipal activity rate and applying it to their projected population.

Calculating municipal activity rate

The municipal activity rate is the ratio of jobs in a municipality to the population of the municipality. It is determined by dividing the base (present day) employment, or the total number of jobs, by the municipality's base (present day) population. Municipalities are recommended to obtain their base employment from a combination of data sources including:

- the Place of Work Status occupation data at the CSD scale

Statistics Canada defines Place of Work Status as whether a person worked at home, worked outside Canada, had no fixed workplace address, or worked at a specific address (i.e., usual place of work). Consequently, Place of Work data takes into consideration fixed and non-fixed places of work and work from home circumstances

- municipal employment surveys (if available) to support obtain the municipality's base employment; and
- base population, which is the present-day population, may be obtained from Statistics Canada and is available at the CSD (municipal) level

Municipalities are encouraged to refine their respective activity rate, to accommodate the potential for future changes in employment needs, by considering a variety of factors including an analysis of recent changes in the type and nature of employment (i.e., increased automation, micro-distribution models, sectoral concentration within a municipality), municipal land use planning objectives, significant changes made or proposed by major local or regional employers, and infrastructure availability and planned investment.

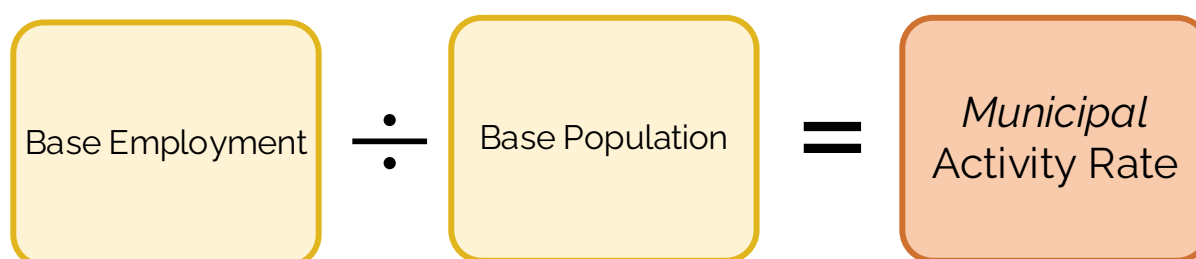


Figure 7: Illustration of step 1 – calculating municipal activity rate

The municipality's role as provincial and regional employment and service centre may result in significantly different municipal activity rates and employment compositions between municipalities. Therefore, coordination between municipalities is crucial and recommended as outlined in PPS, 2024 policy 6.2.1.

Applying municipal activity rate to forecast population

Once the municipal activity rate is calculated, it would be multiplied by the municipality's projected population in the planning horizon, obtained in Chapter 2, population step 1. The result is the total municipal employment needs – the number of jobs anticipated in the horizon year.

Considerations

The municipal activity rate provides for a comprehensive view of employment in a municipality. In addition to accounting for work from home and commuter employment, it takes into consideration variations in age structures, demographic differences, circumstances of underemployment and market limitations.

Not all municipalities have access to a municipal employment survey to help assess current employment within their geographic area. Therefore, by coordinating with one another, municipalities can ensure that individuals working outside their municipality of residence are counted in the municipality where they are employed.



Data obtained from: *Statistics Canada Census Data at the census subdivision (municipal) level.*

Figure 8: Illustration of step 1 – calculating municipal employment needs

The municipal labour force participation rate is the ratio of people employed (or looking for work) to the population of the municipality. Both the municipal labour force participation rate and the municipal activity rate are available from Statistics Canada.

In developing employment forecasts, municipalities should use the municipal activity rate, which provides a comprehensive metric of how employment interacts with the entire population and is useful for municipal and land use planning. The municipal activity rate captures variations in age structure and demographic differences, supports growth planning (i.e., alignment between jobs creation, housing, infrastructure, and services), and reflects local conditions.

The labour force participation rate risks undercounting jobs within municipalities as a result of the scope of what is being counted. The participation rate does not account for people who are underemployed, or people who may be eligible to work but cannot, due to familial obligations or job market limitations. As a result, the labour force participation rate only accounts for a subset of workers and their full capacity to be employed.

Outcome

The outcome of this step is the projected estimate of future jobs needed. This is the input in employment step 2 for developing an employment forecast needed to accommodate employment in the planning horizon.

Employment step 2: developing an employment forecast

Purpose

The purpose is to develop an employment forecast for the total population in the planning horizon. This is based on the projected employment need, while considering local conditions.

Policy basis

As informed by provincial guidance, planning authorities shall base population and employment growth forecasts on Ontario Population Projections published by the MOF and may modify, as appropriate (policy 2.1.1).

Recommended approach

Municipalities should make adjustments to the total employment need, based on local factors and available data, and document any adjustments to demonstrate their rationale and accompanying evidence. Municipal forecasts should consider any potential impacts of shifting economic conditions, and it is important to use a variety of data sources to assess and refine the growth potential of employers, to accommodate new employment trends, and take into consideration local factors such as communities with a predominant student population and seasonal employees.

Key factors influencing adjustments may include:

- planned future business investments and infrastructure development
- labour market policies and changes in demographic trends
- changes in industrial composition and
- shifts in trade policies and international market conditions

In addition, the existing jobs stock needs to be subtracted from the total employment needs to determine the employment forecast.

Considerations

Possible sources of adjustments of the municipal employment forecast include municipal employment surveys, development data and infrastructure constraints and opportunities.

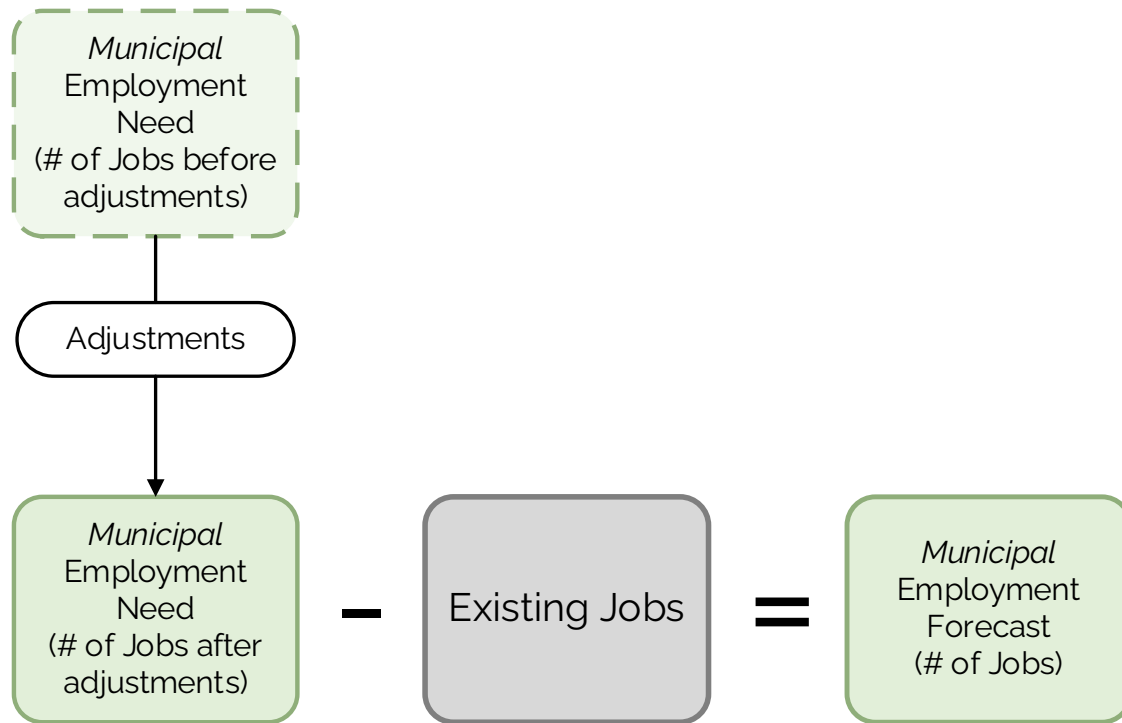


Figure 9: Diagram of step 2 – developing an employment forecast

Outcome

The outcome is the total forecasted employment in the municipality in the planning horizon. This is the input for determining the number of jobs to be accommodated by land use category in employment step 3.

Employment step 3: employment categorization by land use

Purpose

The purpose is to categorize forecast jobs for the municipality into different types of employment uses to ensure that there is a sufficient land supply for all uses.

Policy basis

Planning authorities shall promote economic development and competitiveness by (policy 2.8.1.1):

- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;

- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- c) identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment;
- d) encouraging *intensification* of employment uses and compatible, compact, mixed-use development to support the achievement of *complete communities*; and
- e) addressing land use compatibility adjacent to *employment areas* by providing an appropriate transition to sensitive land uses.

As defined in the PPS, 2024, *employment areas* are areas designated in an official plan for clusters of business and economic activities including manufacturing, warehousing, and goods movement. Uses excluded from *employment areas* are institutional and commercial, retail and office not associated with the examples of primary employment uses listed above, unless subject to transition under the *Planning Act*.

Planning authorities shall protect *employment areas* that are located in proximity to *major goods movement facilities and corridors*, including facilities and corridors identified in provincial transportation plans, for the *employment area* uses that require those locations (2.8.2.2).

Recommended approach

In accordance with PPS, 2024, some types of jobs may be located within *employment areas* while others may not. The types of jobs that may be located in *employment areas* include manufacturing, research and development in connection with manufacturing, warehousing, goods movement, associated retail and office, and ancillary facilities. To accurately calculate municipal land needs, municipalities should determine the number of jobs within and outside *employment areas*.

Municipalities should classify forecast jobs into the following employment land use categories:

- **General Employment (GE):** Jobs primarily serving the needs of the local and regional population that are within the *settlement area* but are primarily outside of *employment areas*. These jobs primarily serve a resident population, including retail, commercial, hospitality, institutional, educational, health care and work from

home employment. Jobs typically located in standalone office buildings. Some smaller or rural municipalities may not have many of these types of jobs.

- **Employment Land Employment (ELE):** Jobs related to industries and activities that are generally not compatible with sensitive land uses and are primarily located within or adjacent to *employment areas* (e.g., manufacturing & warehousing jobs)
- **Rural Employment:** Resource and agriculture-based jobs (e.g., mining, forestry, feed / fertilizer facilities) that are typically located outside of *settlement areas*. Municipalities may consider including an appropriate share of other job categories such as GE jobs located outside of *settlement areas* (e.g., gas and service stations).

Municipalities may consider including fewer or additional land use sub-categories as appropriate, reflecting local conditions and planning objectives.

Small municipalities that do not have detailed data available may use a simplified method to determine the accommodation of GE jobs. Further details are provided in Chapter 5: Land Needs Assessment.

The simplified method enables municipalities to estimate the land need for GE jobs forecasted, based on inputs such as past permits, approvals, official plans and known employment trends in the municipality.

Considerations

Municipalities are recommended to use the National Occupation Classification (NOC) data provided by Statistics Canada, as a special request for details that would be useful for municipalities beyond the broad classifications publicly available, to inform the classification of jobs by land use category, as it provides for a standardization in the identification and categorization of jobs, which is based on the training, education, experience, and responsibilities that they entail.

Jobs can further be classified through supplemental data such as employment surveys, development applications received / approved or an economic development strategy (if applicable).

However, municipalities do have the flexibility to adjust their job structures and the provision of jobs within each land use category based on local conditions including market disruptions, changes in economic activity, changes in *infrastructure* and capital investments etc., which in turn impacts the total percentage share of employment in each land use category and the resultant number of jobs per land use category.

The mix could be assumed to remain constant, or municipalities may anticipate that its job structure would change, over the planning horizon. Municipalities could adjust the current job category structure accordingly. These adjustments provide municipalities flexibility to adapt to local employment circumstances and recognize varying local contexts.

In some situations, industrial lands need to be redesignated to accommodate food or agricultural processing to support employment within the agri-food sector, whereas agricultural production and some direct processing likely occurs in *prime agricultural area* and/or rural lands. Growth in this type of employment may or may not trigger a need for additional employment lands but this potential scenario should be taken into consideration when categorizing forecasted jobs.

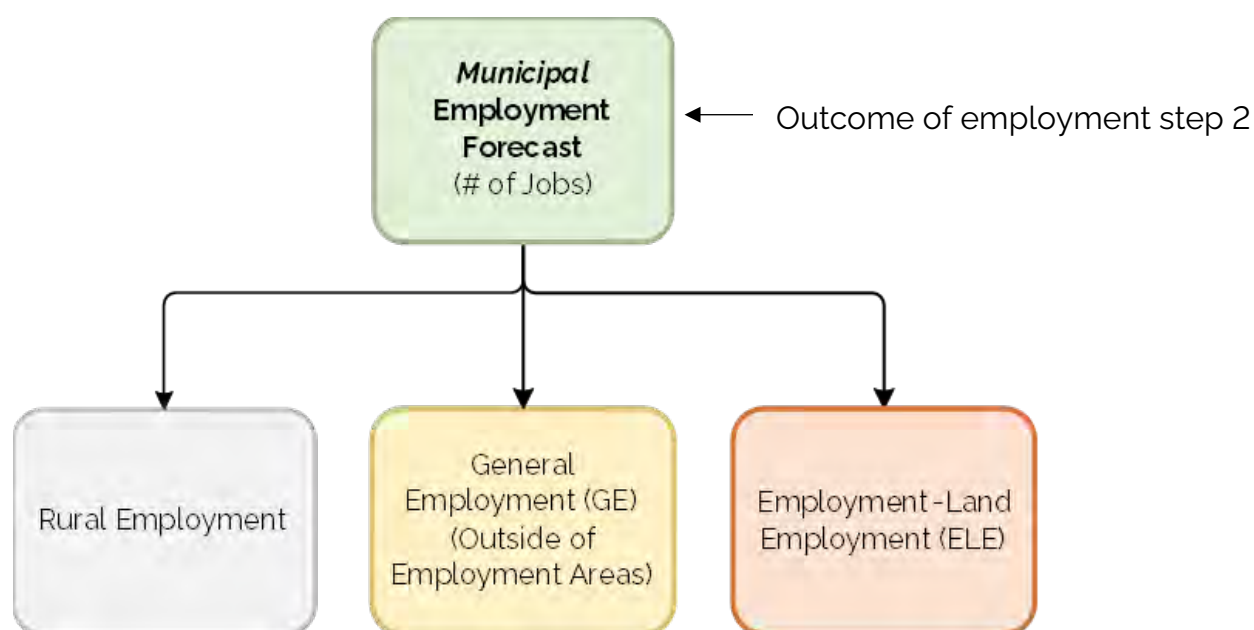


Figure 10: Diagram of employment step 3 – employment categorization by land use

Outcome

The outcome is the categorization of the jobs forecasted for the municipality by different types of employment uses. The results are an input to determining the ability of municipalities to accommodate jobs through *intensification* in employment step 4.

Employment step 4: planning for employment intensification

Purpose

The purpose is to determine the number of jobs that can be accommodated through *intensification* and through new development which would impact land needs.

Policy basis

Planning authorities should support the achievement of complete communities by accommodating an appropriate range and mix of land uses, *housing options*, transportation options with *multimodal* access, employment, *public service facilities* and other institutional uses, recreation, parks and open space, and other uses to meet long-term needs (policy 2.1.6a).

Planning authorities are encouraged to establish density targets for *designated growth areas*, based on local conditions. *Large and fast-growing municipalities* are encouraged to plan for a target of 50 residents and jobs per gross hectare in *designated growth areas* (policy 2.3.1.5).

Major office and major institutional development should be directed to *major transit station areas* or other *strategic growth areas* where *frequent transit* service is available (policy 2.8.1.4).

Planning authorities shall plan for, protect and preserve *employment areas* for current and future uses, and ensure that the necessary *infrastructure* is provided to support current and projected needs (policy 2.8.2.1).

Recommended approach

Once the employment forecast is grouped into land use categories, municipalities should determine the number or share of GE jobs and ELE jobs that may be planned to be accommodated within the existing built-up area through *intensification*.

Municipalities would consider recent building permit data and development applications to assist with understanding market absorption and *intensification* potential. Determining the number or share of jobs that go into built-up areas or *designated growth areas* would be based on the existing employment patterns, size, and community characteristics. Municipalities may consider policy-based *intensification* potential encouraging the *redevelopment* of underutilized land and planning for higher densities (e.g., within *major transit station areas*). *Intensification* of ELE jobs refer to jobs that may be accommodated

within existing *employment areas* and would be generally less responsive to policy initiatives in favour of market demand and industry needs.

In turn, this provides supporting data needed to assess land needs and estimate the number of jobs to be accommodated within *designated growth areas*, or as part of a *settlement area* boundary expansion, including new *employment areas* for ELE jobs. This step also helps municipalities satisfy PPS, 2024 requirements as municipalities are required to establish minimum *intensification* targets per policy 2.3.1.4.

Considerations

If a municipality does not currently have or anticipate having significant office development in the future, the office employment category can be omitted, and any non-ELE jobs can be reflected as part of the GE category.

Generally, in larger municipalities, a significant amount of GE jobs would be directed to built-up areas. This is due to factors such as *intensification*, and development within *strategic growth areas*, *major transit station areas* and others, such as mixed-use areas where *frequent transit* is available.

Municipalities with major office development and major institutional development may consider subdividing the GE category to assist in planning, such as within *strategic growth areas*.

Municipalities have the flexibility to remove consideration of work-from-home from the GE category and create a separate category to account for remote and hybrid work options.

Municipalities can also create additional categories to forecast by type of employment in each land use area.

Municipalities should consider underutilized *employment areas* (i.e., vacant or under used) to accommodate growth, as these areas could result in unaccommodated jobs that need to be addressed. Furthermore, the new definition of *employment area* results in more jobs to be accommodated by *intensification*, for areas such as underdeveloped strip malls etc.

In some situations, warehousing and logistics uses located within *employment areas* may not have a significant number of jobs or may be heavily automated. However, due to the nature of their function, these uses have sensitive / intensive land uses and cannot be intensified. Municipalities should take this into consideration when determining additional employment land needs.

This work would be coordinated with the housing forecast and its calculation for intensification in the next chapter, especially with respect to ‘work-from-home’ employment. Not all ‘work-from-home’ employment is fully remote and as a result cannot be excluded from calculations to determine adequate land supply for a mix of uses.

Outcome

The outcome is the number of GE and ELE jobs that would be anticipated to be accommodated outside of the built-up area and existing *employment areas*. In turn, this will assist in determining land needs.

Where appropriate, industrial, manufacturing, and small-scale warehousing are encouraged to locate in *strategic growth areas* and other mixed-use areas where *frequent transit* service is available, outside of *employment areas*. As such, functionally, these jobs may be treated as GE jobs as they do not impact *employment area* land needs.

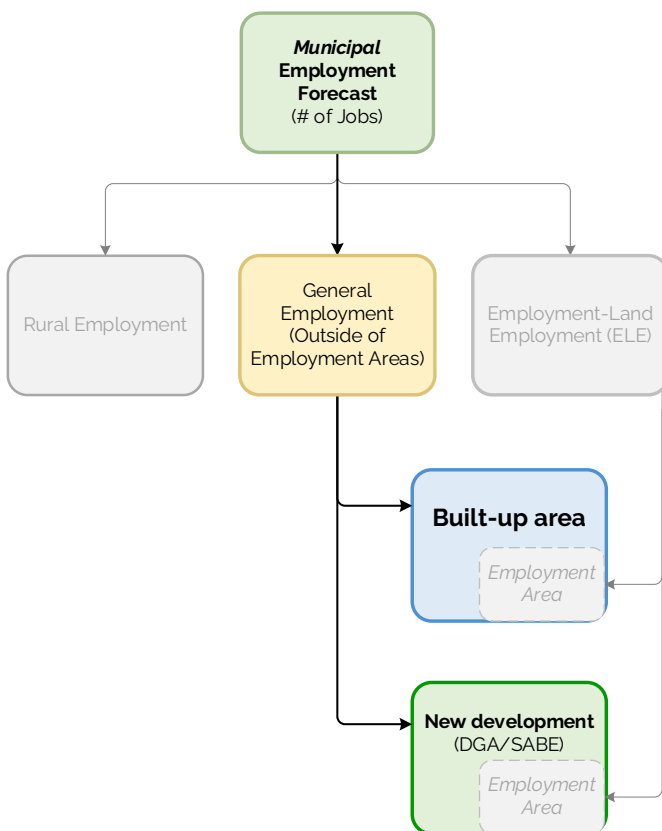


Figure 11: Diagram illustrating jobs in the Employment Land Employment category feeding into the employment area land use.

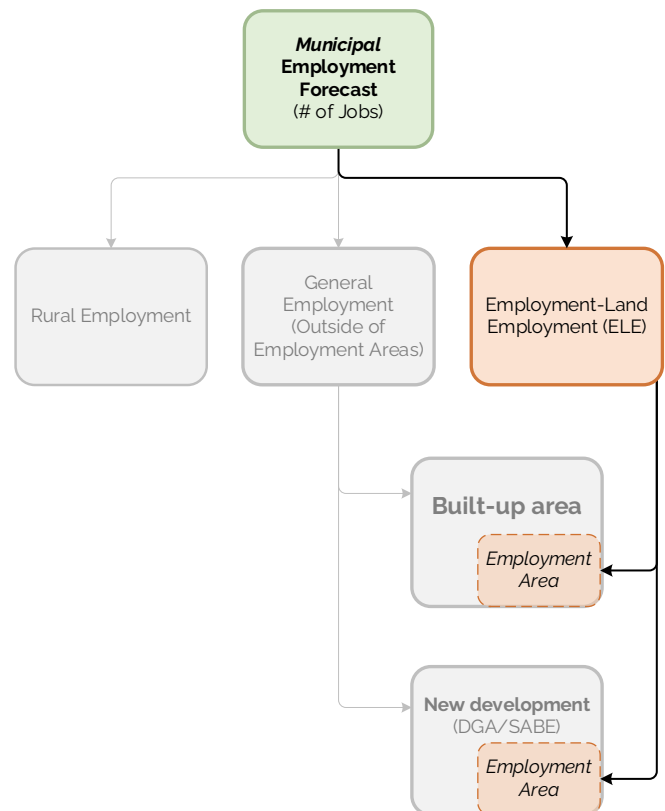


Figure 12: Diagram illustrating jobs in the General Employment category feeding into both built-up areas and new development.

Chapter 5: Land Needs Assessment

Overview

Chapter 5 guides municipalities in determining the amount of land required to accommodate an appropriate range and mix of land uses to meet a municipality's projected needs over a 20 to 30-year planning horizon.

Three methods are provided to identify the quantity of land needed for housing and jobs, while considering *employment area* land needs separately from GE and rural employment land needs. Each method is based on PPS, 2024 policy direction and considers available data and local conditions.

Purpose

The purpose is to determine if land is required to accommodate the forecasted needs identified in Chapters 3 and 4 and, if so, calculate the amount of land needed.

Policy basis

At the time of creating a new official plan and each official plan update, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance. Planning for *infrastructure, public service facilities, strategic growth areas* and *employment areas* may extend beyond this time horizon (policy 2.1.3).

The intention of the guidance is to assist municipalities develop population and employment forecasts and identify the overall quantity of land needed by the municipality to the planning horizon. The location of new settlement areas, location of expansions to settlement areas, location of employment areas, or the suitability of whether an area of land should be included or removed from an employment area are therefore not in scope to be addressed in the guidance. However, the outcome of quantifying land needs would be a supporting resource for municipalities in implementing these other aspects of the PPS, 2024.

Recommended approach

It is recommended that municipalities quantify municipal land needs based on municipal forecasted population and employment, using one of (or combination of) the following three methods:

method 1: People and jobs per hectare

method 2: Multiple densities

method 3: A simplified method, using Method 1 or 2 for housing land need plus an estimate (i.e., a percentage) for employment land need (i.e., GE and ELE jobs)

methods 1 and 2 are appropriate for most municipalities. Where the data is available for some of the forecasts (i.e., housing and/or employment), it is recommended that the municipality uses the most elaborate method to develop a land needs assessment for those forecasts.

Municipalities are encouraged to use both methods 1 and method 2 and compare their results. The comparison assists in ensuring land need is neither under or over estimated. Following this exercise, municipalities should provide a rationale for their chosen method, and the resulting land need.

Method 3 is only recommended for cases where a municipality does not have sufficient data or lacks the means/capacity to obtain the data necessary for applying one or both of the methods. In general, the simplified approach is only appropriate for a largely rural municipality with a very small population.

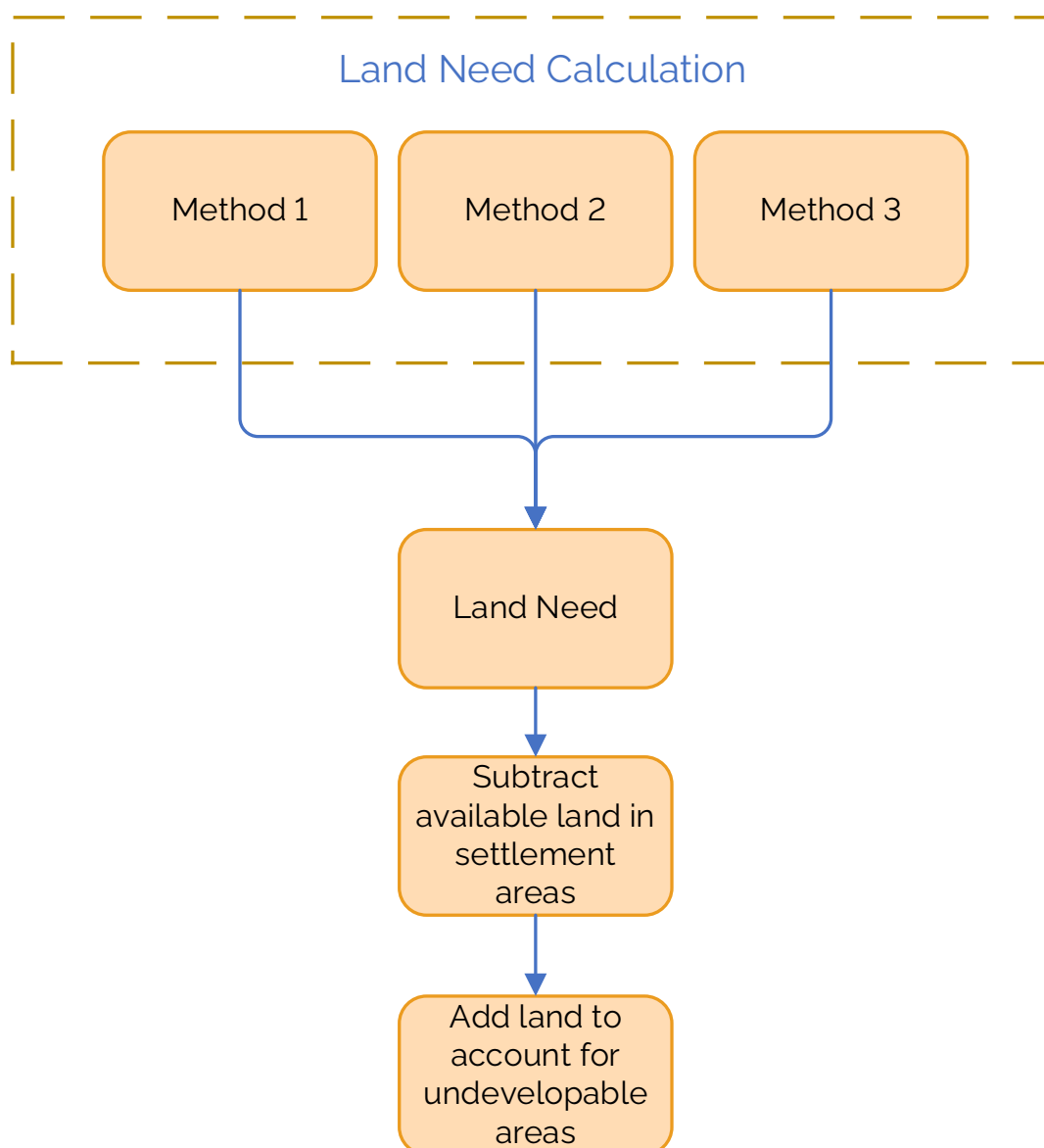


Figure 13: Calculation steps for adjusting land need outcomes. These steps are performed after land need is calculated, regardless of method used.

It is recommended that municipalities choose the method or methods that is most suitable for them, considering available data and local conditions. It is also possible to mix and match components of the methods depending on available data and land use planning approaches to density.

A common aspect to each method is that municipalities would consider land adjustments, (both upward and downward) to account for land designated and available for development, the impact of Minister's zoning orders (MZOs) issued or other provincial priorities affecting the use of land since the official plan or official plan update came into effect, and compensation steps (i.e., considering the impact of employment land removals):

- Subtract developable and vacant land

This is to account for land that is already available to accommodate development within the *settlement area* and *employment area* to prioritize existing land, ensure its efficient use and support the orderly progression of growth.

- Add to compensate for undevelopable lands or anticipated lags in land development (if needed)

There may be lands within *settlement areas* that are not able or anticipated to be developed by the horizon for a range of policy reasons or market conditions. Municipalities should compensate for these lands to ensure there is sufficient land to the horizon.

An integral aspect in each method is coordination between lower-tier municipalities, and coordination between lower-tier municipalities and upper-tier municipalities with planning responsibilities.

Method 1: people and jobs per hectare

Municipalities would add up the number of residents in estimated housing units (i.e., number of people) and the number of jobs outside of *employment areas* (i.e., number of GE jobs).

The number of people is obtained from the housing forecast is then converted from housing units to people by undertaking an analysis of persons-per-unit (PPU) according to unit type.

The number of jobs is obtained from the employment land needs. For the purpose of the mixed-use portion of *settlement areas*, the basis for the assessment is the GE jobs after subtracting existing jobs and *intensification*.

The combined total of residents and jobs would be divided by the planned density target set by the municipality. The outcome of dividing residents and jobs by the planned density

targets is the municipality's developable land needs in net hectares. Municipalities will then determine an adjusted land needs in gross hectares.

Municipalities may rely on census data for information on unit size by housing type to assist in determining an appropriate PPU by housing type. The level of detail for the analysis should be commensurate with the size of the municipality, the amount and type of housing demand and the available data. Statistics Canada provides data at the census tract level to inform a detailed analysis. However, municipalities may use aggregated data at the CSD level.

For *employment areas*, municipalities would follow a similar approach using ELE, and then apply the density target (i.e., jobs per hectare).

Municipalities would be recommended to use a gross density target. PPS, 2024 policy 2.3.1.5 encourages all municipalities, to establish density targets, and explicitly encourages *large and fast-growing* municipalities to plan using a specified gross density target.

The intent is that the results reflect all the land needed to accommodate the forecasted need before any adjustments are applied. The resulting land needs is the total quantity of land required for housing and employment.

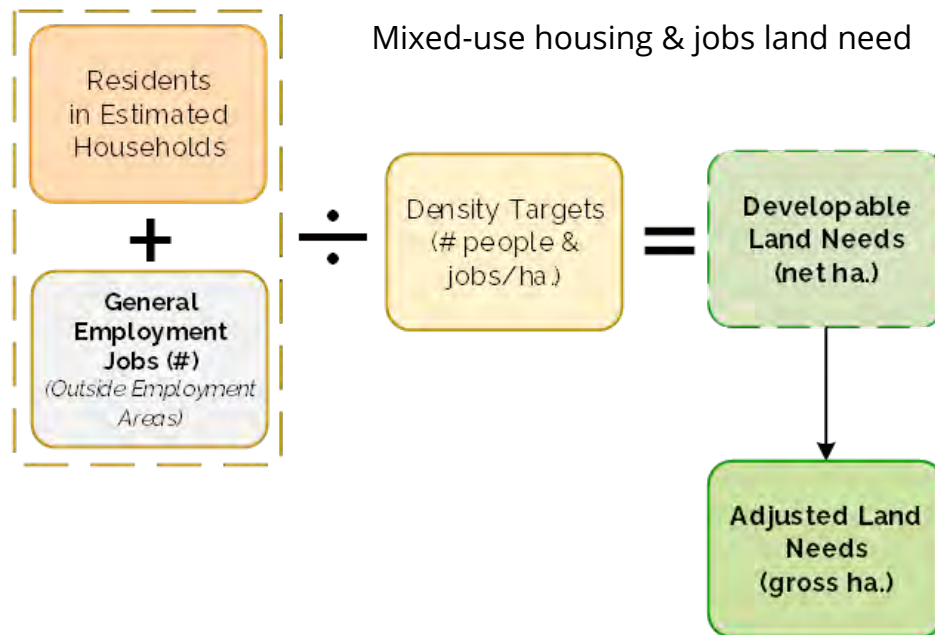
Method 1:

Figure 14: Method 1 steps for calculating housing and jobs land needs using people & jobs per hectare.

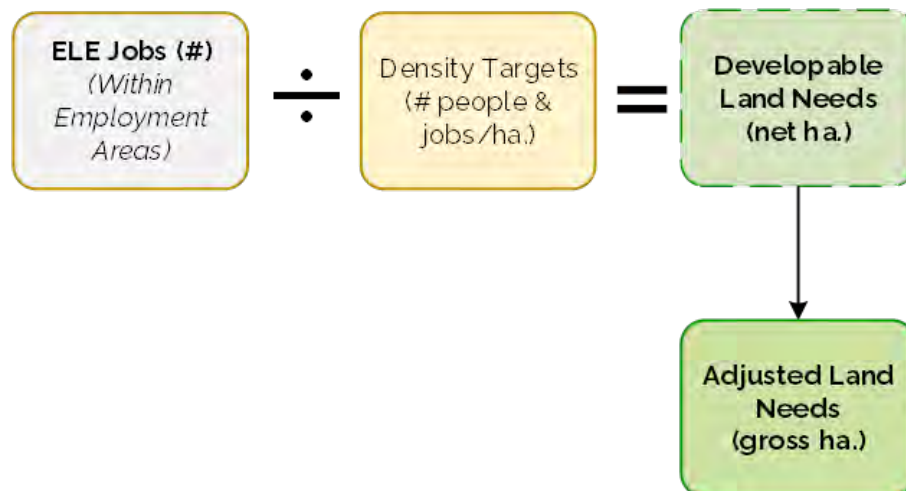
Employment area land need

Figure 15: Method 1 steps for calculating *Employment Area* land needs using people & jobs per hectare.

Method 2: multiple densities

Method 2 is the most detailed of the three methods because it applies a specific density to each type of development (i.e., each type of housing unit and each type of job). By using specific densities, municipalities would achieve the most accurate land assessment with the intention that this would lead to the most efficient use of land that best reflects community needs.

Method 2 supports the PPS, 2024 policy encouragement for mixed-use development and a range and mix of *housing options* to the extent that data is available to the municipality.

The amount of land is calculated by multiplying each type of development by its relevant density factor, given the extent of available data.

For housing, different housing typologies should be accounted for. The housing needs by type (e.g., low-density, medium-density and high-density) that remain to be accommodated after housing step 3 should be taken into account, each according to their specific net density assumptions. Municipalities should consider densities of different typologies by using standard industry and land use planning practices, i.e., the floor space index (FSI) or unit per hectare.

For employment, municipalities may rely on standard industry and land use planning practices to identify the floor space per worker (FSW) ratio for different job types.

Specifically, method 2 uses a FSW ratio to calculate GE jobs and *employment area* land needs. The land for GE jobs is combined with the housing land needs to determine the overall land needs for both housing and jobs, separate from *employment areas*.

Since both housing and employment assessments are 'net', narrowly accounting for only the land required for the specific typology, municipalities should adjust the results upward to account for gross land needs required to accommodate development, including roads, parks, stormwater management and other components not accounted for. The adjustments would be expected to vary by typology and need, according to community needs. Municipalities could base the adjustment on local data, including recent development proposals and approvals, building permit applications, price, rent, and vacancy dynamics across building types, and land use planning requirements. Municipalities are encouraged to engage the public and stakeholders early in local efforts to inform any adjustments, as a component of implementing the PPS, 2024. Municipalities should document the adjustments made to determine the gross land needs.

The resulting land needs is the total quantity of land required for housing and employment.

Method 2:

Mixed-use housing & jobs land need

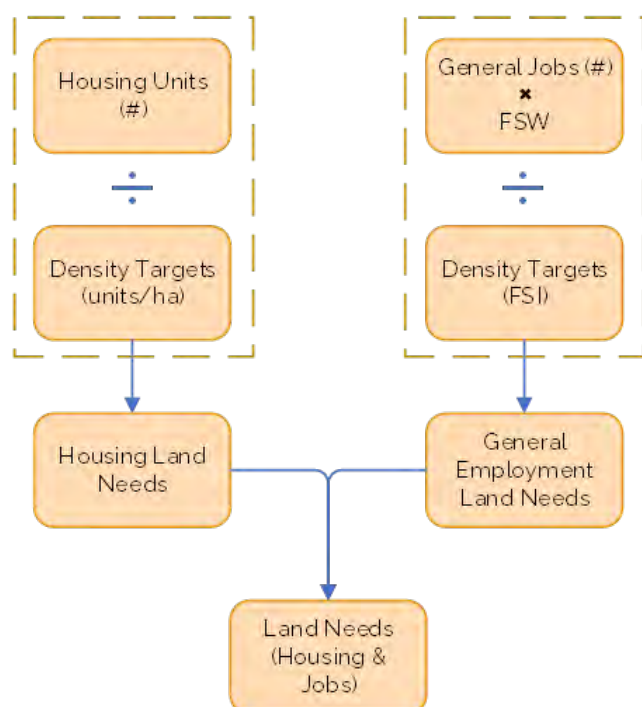


Figure 16: Method 2 steps for calculating land needs for housing and jobs.

Employment area land need

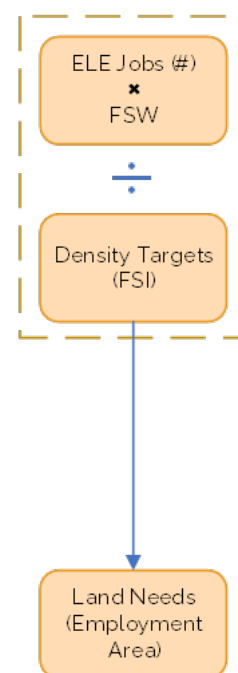


Figure 17: Method 2 steps for calculating *employment area* land.

Method 3: simplified

Method 3 is a simplified method, which provides steps to determining land needs when a municipality does not have detailed data available.

For housing and GE jobs, municipalities could determine their housing land needs and then add an estimated factor (i.e., percentage) to accommodate jobs. Municipalities may use method 1 (i.e., applying people per gross hectare density) or method 2 (i.e., applying housing units per net hectare density) to determine their housing land needs.

Once a municipality determines the housing land needs, the simplified method enables municipalities to estimate the land needs for non-*employment area* jobs forecasted, which is based on factors such as the existing built form, building permit approvals, current zoning, official plan designations and historic development and growth patterns. Estimates can also be forward looking, if for example there is knowledge of a major employment change coming to a municipality.

For *employment areas*, municipalities would develop an estimate of *employment area* density to apply to their forecasted ELE jobs. The estimate would be based on available data and past development.

Considerations for using method 3

Smaller and more rural municipalities would be advised to use this method, where there are resources and capacity constraints in undertaking the work required for methods 1 or 2. For example, small, rural, or northern municipalities may not have sufficient data to assess land needs for each type of housing and employment development.

Municipalities may opt to use this simplified method based on population size, lack of data necessary for utilizing the land-based method involving FSW, availability of data on previous employment growth (within and outside of *employment areas*), or other considerations.

Method 3 is based on estimations, with housing and job land needs deriving from available housing density data, and *employment area* land needs deriving from employment estimates and local job typologies. As an approach based on estimations, the results from method 3 may cause an over- or under-projection of land needs. However, the scope would be relatively minimal.

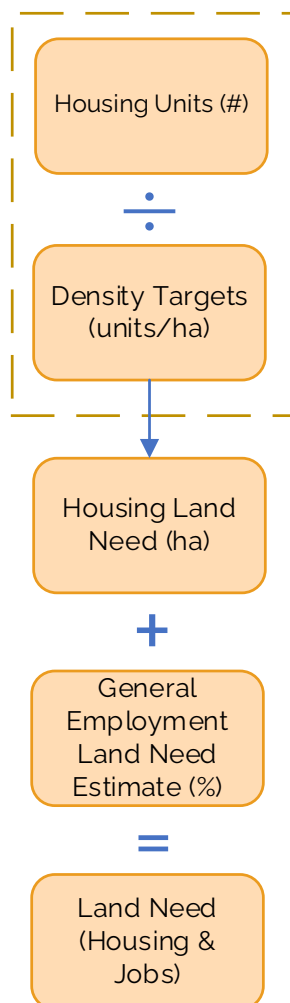
Method 3:**Mixed-use housing
& jobs land need**

Figure 18: Method 3 steps for calculating land need for housing and jobs.

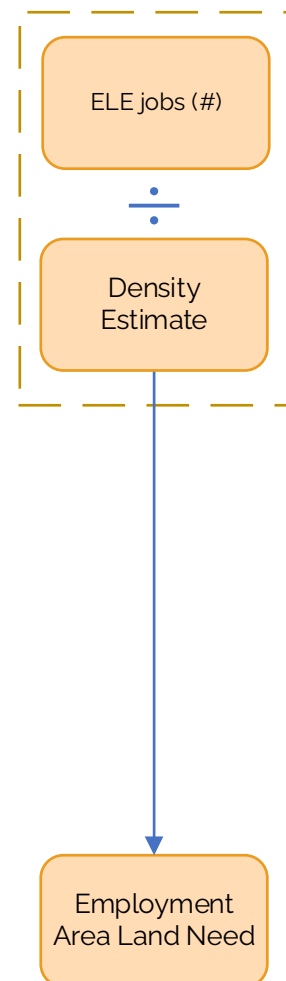
**Employment area
land need**

Figure 19: Method 3 steps for calculating *employment area* land need.

Comparing the land needs assessment methods

A table comparing the three methods, their benefits and considerations for municipalities when selecting their approach to their land needs assessment, can be found below.

Methods provided in guidance	Benefits
Method 1: Using a people and jobs per hectare density factor. • People – converted back from number of housing units forecasted. • Jobs – from employment land needs.	• Measuring the number of people rather than housing units allows municipalities to more accurately gauge density (e.g., identifying service levels needed).
Method 2: multiple densities calculation using FSW data for jobs and a Floor Space Index (FSI) density factor. • Housing units from forecasting. • Employment space in square metres calculated from FSW.	• Using surface area instead of number of jobs as a unit of measurement for employment accounts for variations in land needs for different types of jobs. • Allows for calculation of land needs that are reflective of needs for specific housing and jobs by type.
Method 3: simplified method, using method 1 or 2 for housing land needs + estimate (percentage) for employment land needs. • Results from housing forecasts or people converted from number of housing units forecasted. • Estimate for employment land needs.	• This simplified version may be used by municipalities that lack sufficient data to calculate specific employment outside of <i>employment areas</i>.

Figure 20: Chart illustrating a comparison of the three land needs methods

Considerations

- inter-municipal collaboration is encouraged through all stages of the forecasting process
- method 2 provides a more accurate assessment of land needs that reflects built form and end-user needs. In the case of neighbouring jurisdictions using different methods, the result calculated by the municipality using method 2 would take precedence; and
- municipalities without readily available data for calculating their own FSW ratios may consider using FSW ratios from a neighbouring municipality that has this data available

Outcome

Using any of the above methods would provide municipalities with the information needed to assist in future planning to ensure sufficient land is available to achieve market balance and to support PPS, 2024 implementation.

Where there is an identified need for land beyond what is available within *settlement areas* (land for mixed-use housing and jobs and *employment areas*) municipalities would ensure that the appropriated policies of the PPS, 2024 are applied. Municipalities may also consider the removal of land from *employment areas*.

Chapter 6: Implementation

The purpose of Chapter 6 is to recommend to municipalities general best practices for the implementation of the guidance. The chapter outlines the significance of collaboration between municipalities and documentation of land needs assessment processes. Finally, chapter 6 identifies uses for the municipal land needs assessment results as part of PPS, 2024 implementation.

Intermunicipal coordination

Collaboration between municipalities would be essential for achieving the outcomes of all steps of the forecasting and land needs assessment process and is encouraged as a cornerstone of the methodologies in the guidance for supporting the implementation of PPS, 2024 policies. Coordination between municipalities is recommended to ensure the distribution of projections for each municipality considers the future housing, population, *infrastructure*, and other land use needs within the whole CD. In addition, each municipality could test its calculations compared with the projections for the CD.

Policy basis

A coordinated, integrated, and comprehensive approach should be used when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies, boards, and Service Managers including:

- a) managing and/or promoting growth and development that is integrated with planning for *infrastructure* and *public service facilities*, including schools and associated childcare facilities;
- b) economic development strategies;
- c) managing natural heritage, water, agricultural, mineral, and cultural heritage and archaeological resources;
- d) infrastructure, multimodal transportation systems, public service facilities and waste management systems;
- e) ecosystem, shoreline, watershed, and Great Lakes related issues;
- f) natural and human-made hazards;

- g) population, housing and employment projections, based on *regional market areas*, as appropriate; and
- h) addressing housing needs in accordance with provincial housing policies and plans, including those that address homelessness (policy 6.2.1).

Municipalities, the Province, and other appropriate stakeholders are encouraged to undertake a coordinated approach to planning for large areas with high concentrations of employment uses that cross municipal boundaries (policy 6.2.8).

Where planning is conducted by an upper-tier municipality, the upper-tier municipality in consultation with lower-tier municipalities shall:

- a) identify and allocate population, housing and employment projections for lower-tier municipalities;
- b) identify areas where growth and development will be focused, including strategic growth areas, and establish any applicable minimum density targets;
- c) identify minimum density targets for growth and development taking place in new or expanded settlement areas, where applicable; and
- d) provide policy direction for the lower-tier municipalities on matters that cross municipal boundaries (policy 6.2.9)

Where there is no upper-tier municipality or where planning is not conducted by an upper-tier municipality, planning authorities shall ensure that policy 6.2.9 is addressed as part of the planning process, and should coordinate these matters with adjacent planning authorities (policy 6.2.10).

Documentation

Municipalities should document their forecasting and land needs assessment work through a detailed written report that substantiates the specific quantitative values reported.

In addition, if a municipality decides to use an alternative approach (or approaches) for the forecasts and land needs assessment than what is outlined in this guidance, they are expected to document that information. Municipal staff will need to document the approach (or approaches) used, the base data, the adjustments made and provide the rationale and methodology (or methodologies) behind the calculations.

Municipalities should share with the appropriate approval authority all documentation regarding the forecasting and land needs assessment to demonstrate how they have satisfied the PPS, 2024 requirements.

Using the municipal land need assessment results

Municipalities should use the results of their land needs assessment process to ensure satisfying PPS, 2024 requirements.

The result of the land needs assessment is a total quantum of land needed at the municipal level. This provides a critical input to the official plan or official plan amendment process through which the appropriate locations of any proposed *settlement area* boundary expansions, the removal of *employment area* land for non-employment uses, and the planning of development in *designated growth areas* will ultimately be determined. These decisions will be updated by municipalities through official plan or official plan amendment process, subject to statutory approval.

Glossary

Base year: Base year is the present-day population, or the latest available population. It may be obtained from Statistics Canada and is available at the CSD (municipal) level.

Census Division: A census division (CD) is a geographic term used by Statistics Canada for statistical reporting. It falls between the province/territory level and the municipality (i.e., census subdivision). It refers to a group of neighbouring municipalities joined together for the purposes of regional planning and managing common services (such as police or ambulance services). These groupings are established under laws in effect in certain provinces of Canada. Census division is the general term for provincially legislated areas (such as county, and regional district) or their equivalents. Census divisions are intermediate geographic areas between the province/territory level and the municipality (census subdivision).

Census Subdivision: A census subdivision (CSD) is a geographic term used by Statistics Canada for statistical reporting. It is general term for municipalities (as determined by provincial/territorial legislation). This includes cities, towns, townships, and other types of incorporated municipalities. This also includes areas treated as municipal equivalents for statistical purposes, such as Indian reserves, Indian settlements, and unorganized territories.

Cohort survival model: A method to track births, deaths, and migration patterns over time to forecast the future population. Though tracking cohorts, this method provides information about how populations change over time, which can be used to plan service delivery and resource allocation.

Complete communities: means places such as mixed-use neighbourhoods or other areas within cities, towns, and *settlement areas* that offer and support opportunities for equitable access to many necessities for daily living for people of all ages and abilities, including an appropriate mix of jobs, a full range of housing, transportation options, *public service facilities*, local stores, and services. *Complete communities* are inclusive and may take different shapes and forms appropriate to their contexts to meet the diverse needs of their populations (PPS, 2024).

Employment areas: means those areas designated in an official plan for clusters of business and economic activities including manufacturing, research, and development in connection with manufacturing, warehousing, goods movement, associated retail and office, and ancillary facilities. An *employment area* also includes areas of land described by subsection 1(1.1) of the *Planning Act*. Uses that are excluded from *employment areas* are institutional and commercial, including retail and office not associated with the primary employment use listed above (PPS, 2024).

Employment Land Employment (ELE): Jobs related to industries and activities that are generally not compatible with sensitive land uses and are primarily located within or adjacent to *employment areas* (e.g. manufacturing & warehousing jobs).

General Employment (GE):

- a) Jobs primarily serving the needs of the local and regional population that are within the settlement area but are primarily outside of *employment areas*. These jobs primarily serve a resident population, including retail, commercial, hospitality, institutional, educational, health care and work from home employment. As institutional uses (e.g., hospitals, health care, education) are excluded from *employment areas* and as a result must be accommodated in the GE category consistent with the new definition of employment in the PPS, 2024.
- b) Jobs typically located in standalone office buildings (e.g., company headquarters or a consulting firm). Some smaller or rural municipalities may not have many of these types of jobs located in standalone office buildings (e.g., a doctor's office within a plaza with retailers and personal care services). This category may vary based on municipal interpretations of *employment areas*.

Headship rates, or household formation rates: the proportion of primary household maintainers (i.e., household heads) in a given population. This information is available through the census household data from Statistics Canada.

Housing options: means a range of housing types such as, but is not limited to: single-detached, semi-detached, rowhouses, townhouses, stacked townhouses, multiplexes, additional residential units, tiny homes, laneway housing, garden suites, rooming houses and multi-residential buildings, including low- and mid-rise apartments. The term can also refer to a variety of housing and tenure arrangements.

Intensification: means the development of a property, site or area at a higher density than currently exists through:

- a) *redevelopment*, including the reuse of *brownfield sites* and underutilized shopping malls and plazas;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings

(PPS, 2024).

Labour force participation rate: Defined by Statistics Canada as the percentage of the working age population (i.e., age 15 years or older) that are either employed or unemployed. This rate measures the portion of working age population who are employed or actively seeking employment.

Major transit station area: the area including and around any existing or planned *higher order transit* station or stop within a *settlement area*; or the area including and around a major bus depot in an urban core. *Major transit station areas* generally are defined as the area within an approximate 500 to 800-metre radius of a transit station (PPS, 2024).

Municipal activity rate: the total number of jobs located within a municipality divided by its base (present-day) population. The municipal activity rate provides a more comprehensive metric of how employment interacts with the entire population, which is useful for municipal and land use planning. The activity rate captures variations in age structure and demographic differences, supports growth planning (alignment between jobs creation, housing, infrastructure, and services), and reflects local conditions.

Place of Work Status by Occupation: refers to the physical space in which a person works, which along with municipal employment surveys can be used to obtain the municipality's base employment. This data is available from Statistics Canada at the census subdivision level.

Primary household maintainer: defined by Statistics Canada for the purposes of the Census, refers to the first person in the household identified as someone who pays the rent or the mortgage, or the taxes, or the electricity bill, and so on, for the dwelling. In the case of a household where two or more people are listed as household maintainers, the first person listed on the Census form is chosen as the primary household maintainer.

Projection range: refers to applying the two methods for disaggregating the MOF projection. The result of applying the two outcomes serve as forecasting parameters – or projection range – as a basis to form a future population projection at the municipal scale.

Regional market area: refers to an area that has a high degree of social and economic interaction. The upper or single-tier municipality, or planning area, will normally serve as the *regional market area*. However, where a *regional market area* extends significantly beyond these boundaries, then the *regional market area* may be based on the larger market area. Where *regional market areas* are very large and sparsely populated, a smaller area, if defined in an official plan, may be utilized (PPS, 2024).

Rural Employment: Resource and agriculture-based jobs, typically outside of *settlement areas* (includes a share of other job categories).

Settlement areas: means urban areas and rural *settlement areas* within municipalities (such as cities, towns, villages, and hamlets). Ontario's *settlement areas* vary significantly in terms of size, density, population, economic activity, diversity and intensity of land uses, service levels, and types of *infrastructure* available. *Settlement areas* are:

- a) built-up areas where development is concentrated, and which have a mix of land uses; and
- b) lands which have been designated in an official plan for development over the long term.

(PPS, 2024)

Strategic growth areas: means within *settlement areas*, nodes, corridors, and other areas that have been identified by municipalities to be the focus for accommodating *intensification* and higher-density mixed uses in a more *compact built form*. *Strategic growth areas* include *major transit station areas*, existing and emerging downtowns, lands in close proximity to publicly-assisted postsecondary institutions and other areas where growth or development will be focused, that may include infill, *redevelopment* (e.g., underutilized shopping malls and plazas), *brownfield sites*, the expansion or conversion of existing buildings, or greyfields. Lands along major roads, arterials, or other areas with existing or planned *frequent transit* service or *higher order transit* corridors may also be identified as *strategic growth areas* (PPS, 2024).

Suppressed Household Formation: New households that would have been formed but are not due to a lack of attainable options. The persons who would have formed these households include, but are not limited to, many adults living with family members or roommates and individuals wishing to leave unsafe or unstable environments but cannot due to a lack of places to go.

Appendix: List of Data Sources

- Ministry of Finance: [Ontario Population Projections](#)
- Ministry of Finance: [Ontario Population Projections – Data Catalogue](#)
- Statistics Canada - Municipal data on population estimates: [StatsCan CSD Population Estimates](#)
- Statistics Canada - CD data on population estimates: [Statistics Canada CD Population estimates](#)
- [Rural Ontario Institute](#): data source of additional rural demographic data
- [StatsCan data on household size by housing type and community](#)
- [School board enrollment projections](#) may account for school age cohort data
- [Statistics Canada population data by age by CSD](#)

Ministry of Municipal Affairs and Housing

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Disponible en français

Aug 15/25

To the
Mattoon Town Council

My name is Celler Benton

I live at 310 Pine St

① Top of street is Gas
Station - McEwens -

Cars, Trucks, 4 Wheelers

Motor cycles - RACE up
to top of street

② High School corner of
Bank St

RECEIVED

AUG 25 2025

High School Kids

come down street on
phones & texting - not
watching for traffic

③ Next door on south
corner 2 little kids
under the age of 7 -

Across the street -
Jester home - kids
playing in front yard.
every day.

③ Lep the street handicap
person in wheel chair

Suggestions - Watch
for Kids at play sign

Stop sign just before

High School -

Speed reduced to

40 Km./hr.

Thank You for your
attention to this matter -

Respect fully
Colleen Burton



INFORMATION REPORT

PREPARED FOR: MAYOR BELANGER AND MEMBERS OF COUNCIL

PREPARED BY: MATHEW GARDINER, CHAIR OF CORPORATE SERVICES

TITLE: COUNCIL REMUNERATION POLICY CHANGES

DATE: MONDAY SEPTEMBER 8, 2025

REPORT NO: 25-44R

BACKGROUND

On February 6th, 2023, Council unanimously approved Bylaw 23-04 titled Remuneration for Members of Council. In adopting this bylaw, council members received a raise that was reflective of approximately the median payrate for council members in our region, but also changed the pay structure to being 50% based on attendance of council meetings.

ANALYSIS & DISCUSSION

Since this time, at various points, Council members, staff & constituents have raised concerns about the bylaw.

On January 6th, 2025, the current version of the Bylaw was brought forward to The Corporate Services Committee for discussion and at that time it was decided that members would bring forward their recommendations to the next Corporate Services Meeting, where the committee would discuss all proposed changes. The chair was also to reach out to other councillors to invite their feedback so the committee could consider those comments before completing a final draft copy to bring to Council.

On March 3rd, 2025, some members of the committee and Council submitted their proposed changes and/or comments beforehand to be included in the agenda for the Corporate Services Meeting. During this meeting this topic was discussed at length and all at the table were able to come to agreement on all the changes proposed.

FINANCIAL IMPLICATIONS

ATTACHMENTS

Draft Council Remuneration By-law

RELEVANT POLICY/LEGISLATION

Bylaw 23-04 Renumeration for Members of Council, Municipal Act, S.O. 2001, C.25

RECOMMENDATIONS

That the Council receives this report and directs the Clerk to bring forward the attached draft version of Schedule "A" titled Council Remuneration Schedule (Bylaw 2023-04) at the next meeting of Council for final approval and adoption.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-44R titled Council Remuneration Policy.

AND FURTHER THAT Council approves the changes to Schedule "A" of By-law 23-04 titled Council Remuneration.

AND FURTHER THAT Council directs the Clerk to bring forward the changes to Schedule "A" of By-law 23-04 at the next regular meeting of Council for final approval and adoption.

Schedule "A" to By-law No. 25-__

Council Remuneration Schedule

1. The annual honourarium for members of Council for the Corporation of the Town of Mattawa shall be established according to the following table. This remuneration shall be the total remuneration received by members of Council for performing their duties as Council members which includes attending all Council meetings and meetings with local agencies, boards, and commissions as a Council representative. This remuneration is exclusive of any remuneration paid by external agencies, boards, and commissions.

Position	2025 Rate effective January 1, 2025	2026 Rate effective January 1, 2026 (2% increase)	2027 Rate effective January 1, 2027	2028 Rate effective January 1, 2028	2029 Rate effective January 1, 2029	2030 Rate effective January 1, 2030
Mayor	\$16,646	\$16,979	\$18,906	\$19,144	\$19,387	\$19,635
Deputy Mayor	\$12,485	\$12,735	\$12,906	\$13,144	\$13,387	\$13,635
Councillor	\$11,444	\$11,673	\$11,906	\$12,144	\$12,387	\$12,635

2. The annual honourarium shall be disbursed as follows:
 - a) 50% annual honourarium shall be paid bi-weekly in accordance with the municipality's bi-weekly payroll schedule.
 - b) The remaining 50% of the annual honourarium shall be paid on a monthly basis (1st pay period of each month) and based on attendance at Council meetings from the previous month (including all meetings of any Committee of Council).
3. Appointment to Non-Council Committees
 - a. Members appointed to non-council committees (i.e. Museum, Police Services Board, NBMCA, Library, VMUT, Foodbank, Physician Recruitment etc) shall give priority to the Council of the Town of Mattawa in the event of scheduling conflicts.
 - b. Appointees shall be compensated for mileage and other reimbursements for attending non-council committee meetings in accordance with the Town's Municipal Travel Expense Policy or to the amount provided by the non-council committee, whichever is greater, but not both.

For greater clarity, when an amount received from a non-council committee is less than the amount provided by the Town of Mattawa, the member can claim the amount provided by the Town of Mattawa less the amount received from the non-council committee,

4. A monthly cell phone allowance for the Mayor shall be payable at 100%.

5. That per diem rates while attending meetings or attending training for municipal business outside of the municipal boundaries (**further defined as distances greater than 25km from Townhall**), that has been approved by resolution of the Council of the Corporation of the Town of Mattawa, be established according to the following table.

Length of Function	Per Diem Rate
Half day meeting (under 4 hours)	\$75.00
Full day meeting (over 4 hours)	\$150.00
Multiple days/overnight stay (Conferences/seminars)	\$200.00 per day

Travel expenses incurred while away on municipal business will be reimbursed in accordance with the "Municipal Travel Expense Policy"

When non-council committees provide per diem rates, a council member shall be entitled to the Town of Mattawa per diem rate or the per diem rate provided by the non-council committee, whichever is greater, but not both.



INFORMATION REPORT

PREPARED FOR: MAYOR BELANGER AND MEMBERS OF COUNCIL

PREPARED BY: MATHEW GARDINER, CHAIR OF CORPORATE SERVICES

TITLE: GOVERNANCE POLICY 3 – PROPOSED CHANGES

DATE: MONDAY SEPTEMBER 8, 2025

REPORT NO: 25-45R

BACKGROUND

On April 19, 2024 Council formally adopted the Governance Policies and Procedures through By-law # 24-10 and have been using the policies since that time. Governance Policy 3 titled Council Meetings is what is currently used to govern the meetings for Council and its Committees.

ANALYSIS & DISCUSSION

At the March 3rd Corporate Services Committee meeting, the Clerk presented some proposed changes to fine tune Policy 3 titled Governance Policies and Procedures. The proposed changes were discussed and agreed to at the committee level, and a motion was passed asking the Chair to circulate the proposed changed with members of Council. The changes were circulated, and no changes or comments were made from the remainder of Council.

The proposed changes included the following,

- 3.1.1 Preparation: The Clerk shall draft the forthcoming agendas for all Council and Committee meetings for the endorsement of the Chair and approval by Council or Committee by:
 - o 1. Emailing all Members of Council one week preceding a next meeting to request agenda items:
 - a. To be returned two days later by 5:00pm and
 - b. In the required format (Appendix 3.1.2)
 - o 2. Emailing all Members of a Committee two weeks preceding a next meeting to request agenda items:
 - a. To be returned 1 week & two days later by 5:00pm and
 - b. In the required format (Appendix 3.1.2)
- 3.1.1 Preparation: The Clerk shall draft the forthcoming agendas for all Council and Committee meetings for the endorsement of the Chair and approval by Council or Committee by:
 - o 6. Distributing the draft agenda and supporting documents by email to the membership by that Thursday, 5:00pm
- Appendix 3.1.2 agenda formats: Council and Committee meeting agenda formats will now mirror each other to include a “new business” & “old business” section in the Committee agendas.
- 3.2.2 Meeting Dates
 - o Regular Meetings of Council: • 6:00pm on the second & fourth Monday of each month except for:

- Only on the second Monday of the month of July, August and December
- o Committee of the Whole Shall meet at 6:00pm on the third Monday of each month, excluding July, August and December.
- o Standing Committees shall meet on an alternating basis on the first Monday of each month at a time to be determined by the chair and clerk.
 - ~~Corporate Services Committee at 3:00pm~~
 - ~~Community Services Committee at 5:00pm~~

3.2.4 NON-ATTENDANCE Any Member of Council or committee of Council shall, if possible, notify the Clerk, Deputy Clerk or CAO of nonattendance by phone or email through info@mattawa.ca, at least 1 hour before a scheduled meeting.

3.6 MINUTES

Pursuant to their approved agendas, the Clerk shall record:

- The start and end times of meetings, and
- The proceedings in a standard format for Council and Committee meetings, per Appendix 3.6 example minutes
- Each Member's vote when a vote has been called
- ~~The decision on the Tracking System — (App. 3.5.4)~~
- A written notice of motion received during a meeting once declared as read by the Chair.

~~3.13 TRACKING SYSTEM~~

~~Pursuant to Appendix 3.5.4, the Clerk shall work with Council's tracking record by:~~

- ~~Maintaining a record for each type of meeting on a quarterly basis~~
- ~~Entering the required data during meetings~~
- ~~Bringing action items forward for review as "old business" on future agendas~~
- ~~Noting progress at each review date~~
- ~~Adjusting review or completion dates as required~~
- ~~Archiving the record at a quarter's end to start a new record for the forthcoming quarter, and~~
- ~~Reviewing the records as needed for year-end or end-of-term reports.~~

FINANCIAL IMPLICATIONS

ATTACHMENTS

RELEVANT POLICY/LEGISLATION

Bylaw 24-10 Governance Policies & Procedures, Municipal Act, S.O. 2001, C.25

RECOMMENDATIONS/RESOLUTION

That Council receives this report and directs the Clerk to return at the next regular meeting of Council with a revision of the Policy 3 bylaw titled Governance Policies and Procedures for final approval and adoption.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-45R titled Governance Policy 3 – Proposed Changes.

AND FURTHER THAT Council approves the changes within this policy.

AND FURTHER THAT Council directs the Clerk to bring forward the changes to Schedule "A", Policy 3 Council Meetings, of By-law 24-10 at the next regular meeting of Council for final approval and adoption.



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: COUNCILLOR SPENCER BIGELOW

TITLE: ARTS & CULTURE ECONOMIC DEVELOPMENT

DATE: MONDAY SEPTEMBER 8, 2025

REPORT NO: 25-46R

BACKGROUND

The Arts & Culture sector supports a strong Ontario economy (2022 \$26.31 Billion GDP which was 45% of Canada's total Arts & Culture sector GDP).

Arts & Culture Tourism Impacts –

- **Arts & Culture Tourists Spend More**
 - o 13% of unique trips included arts and culture activities those trips accounted for 30% of tourist spending in the province.
- **Arts & Culture Tourists Stay Longer**
 - o 40% of Canadian arts and culture visitors made trips of three days or more while only 13% of non-arts and culture visitors did the same.
- **Arts & Culture is 1/8th of all tourist trips to or within Ontario**
 - o Over 18.4 million unique tourist's trips in Ontario included arts and culture activities.

ANALYSIS AND DISCUSSION

Arts & Culture Festival

- Supports Community Well-being
- Includes the Arts in Economic Development Strategies
- Supports Existing Local Arts Initiatives
- Integrates Arts into Town Planning
- Creates Dedicated Arts Funding Streams
- Supports Main Street Economy & Promotes Beautification

Mattawa Block Party – Arts & Culture Festival

- Art
- Culinary
- Music



Main street closure – Ex: IDA to Dollarama allows through traffic using side streets

- o 15+ Food Trucks - this # puts us on the map, vendor participation fees etc.
- o Battle of the Bands – stage on main street, local/non-local groups, prize winnings, crowd voting, 2 day event, win a slot at Voyageur days
- o All Vendors/Makers Market – Local and Surrounding
- o Activity & Artisan Markets
- o Theatre Arts – stage on main street
- o Street Magicians/Street Entertainers
- o Local Buskers
- o Beer Gardens
- o Local Business Booths
- o Car show/motorcycles etc.
- o Indigenous groups
- o Canoe making etc.
- o Main Street business involvement
- o Dedicated kid zone on main street
- o Local/Surrounding Artists Mural
- o Museum Involvement
- o Fire Department Involvement – Public Education / Kids
- o Promote Voyageur Days
- o Allow camping/trailers along Mattawan etc.
- o Involve Local Business's in packages – hotels, restaurants etc.



Main Considerations

- Increased **tourism and foot traffic** to main street businesses.
- Promote main street beautification.
- Opportunities for **youth and community groups** to fundraise.
- Promotes **local talent and entrepreneurship**.
- Promotes community well-being while including tourists.
- Positions Mattawa as a seasonal cultural and culinary destination.

FINANCIAL CONSIDERATION

Budget Summary (Preliminary)

Item	Estimated Cost
Permits & Administration	\$3,000
Entertainment & Performers	\$7,000
Marketing & Promotion	\$5,000
Infrastructure & Rentals	\$10,000
Security & First Aid	\$2,000
Waste Management	\$1,500
Miscellaneous Contingency	\$1,500
Total Estimated Cost	\$30,000
	• After Grants ~\$10-15K

Funding Sources: Sponsorships, vendor fees, tourism grants, local business partnerships.

- **ONTARIO GRANTS**

1. **Experience Ontario (Provincial Tourism Grant)**
2. **Marquee Event Program**
3. **Celebrate Ontario / Reconnect**
4. **Ontario Trillium Foundation (OTF)**

ATTACHMENTS

RELEVANT POLICY/LEGISLATION

RECOMMENDATIONS

Council approves this report and agrees to speak about this during budget deliberations

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-46R titled Arts & Culture Economic Development.

AND FURTHER THAT Council directs the Mayor and CAO/Treasurer to include this report into the 2026 Municipal Operating Budget deliberations.



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL
PREPARED BY: PAUL LAPERRIERE, CAO/TREASURER
TITLE: MATTAWAN AND BISSETT STREET LIFT STATIONS
DATE: MONDAY SEPTEMBER 8, 2025
REPORT NO: 25-47R

BACKGROUND

In mid- August, both pumps at the Mattawan Street lift station failed and shortly thereafter, the pump at the Bissett Street station also failed.

ANALYSIS AND DISCUSSION

The Mattawan Street lift station was itemized in OCWA's 10-year capital requirement as a priority. The 2025 budget included upgrading one station with successive upgrades in subsequent years.

Issues with the Mattawan Street lift station were flagged at the beginning of the summer. As such, it became the 2025 priority and OCWA was given approval to proceed with the upgrade.

Unfortunately, the pumps failed before the upgrades were done, the result being that overflows occurred going back to July 21, 2025. Future audit reports from MECP will show non-compliance during the period of July 21, 2025, to August 15, 2025. *Attachment #1 - OCWA Email # 1 provides a more detailed summary of the events.*

On or about the same time, the Bissett Street lift station pumps also got severely clogged and subsequently failed. OCWA was on site performing troubleshooting and were able to provide a short-term solution in the end. A bypass did occur for a short period of time while the troubleshooting was performed. A non-compliance report is expected for this as well. *Attachment #2 – OCWA Email #2 provides additional explanations.*

FINANCIAL CONSIDERATION

The 2025 budget included \$50,000 for a lift station upgrade. The OCWA quote for the new panel was \$37,168 + installation of \$4,915 for a total of \$42,083.

The unplanned pump failures added \$2,709 in troubleshooting costs. *Attachment #3 – OCWA Email #3 indicates the following estimates for Mattawan Street:*

- | | |
|----------------------------|--|
| - Refurbished pumps + fees | \$12,166.04 with 3-4 weeks turnaround time |
| - New pumps + fees | \$20,599.41 with 6 weeks turnaround time |

No estimates have been received yet for the Bissett Street pumps and whether they can be rebuilt. These are large pumps (88 HP) and rebuilds are expected to be in the \$20,000+ range with the cost of new ones in the tens of thousands.

RELEVANT POLICY/LEGISLATION

MECP Waterworks and Sewage Works Legislation

ATTACHMENTS

OCWA Email #1

OCWA Email #2

OCWA Email #3

RECOMMENDATION

It is recommended that Council for the Town of Mattawa receives and approves this report and further that Council for the Town of Mattawa approves the purchase of new pumps for the Mattawan Street lift station at the quote price of \$20,599.41 and further that the CAO/Treasurer return to Council with a recommendation for the Bissett Street lift station once the estimates are received.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-47R titled Mattawan and Bissett Street Lift Stations.

AND FURTHER THAT Council approves the purchase of the new pumps for the Mattawan Street Lift Station at a cost of \$20,599.41.

AND FURTHER THAT Council directs the CAO/Treasurer to obtain quotes for the Bissett Street lift station and return to Council with a recommendation and final approval.



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE CAO/TREASURER

TITLE: CASSELLHOLME

DATE: MONDAY, SEPTEMBER 8, 2025

REPORT NO: 25-48R

BACKGROUND

Castle Arms, a non-profit apartment company formerly under the control of the Cassellholme Board of Directors, is no longer under the control of Cassellholme.

ANALYSIS AND DISCUSSION

See attached Executive Summary.

FINANCIAL CONSIDERATION

Unknown at this time however Mattawa's share of any costs with the recommendation, legal or otherwise, as shared amongst the member municipalities would be relatively small (roughly 2% of the billing).

RELEVANT POLICY/LEGISLATION

ATTACHMENTS

Executive Summary.

RECOMMENDATION

It is recommended that Council for the Town of Mattawa receives and approves this report and further that Council for the Town of Mattawa adopts a separate resolution on the updates provided in this report.

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 25-48R titled Cassellholme.

WHEREAS Cassellholme Board of Management, through its member municipalities' Mayors has provided a detailed backgrounder document with respect to the evolution of Castle Arms, an incorporated not for profit organization and registered charity, and a request that all municipalities adopt a motion to support specific actions, including that member municipalities form an action committee and that all members share in the costs associated with funding any legal action against the Castle Arms organization to resolve the matters brought forward by the Cassellholme Board of Management in the backgrounder document;

AND WHEREAS the Council for the Corporation of the Town of Mattawa has received, reviewed and discussed the information provided by Cassellholme Board of Management.

NOW THEREFORE BE IT RESOLVED THAT Council for the Town of Mattawa hereby moves that the first option should be that the Cassellholme and Castle Arms organizations engage and together fund at their cost, an unbiased third-party mediator to attempt to resolve the issues brought forward by the Cassellhome Board of Management,

AND FURTHER THAT the results of mediation be shared openly with the general public and Cassellholme Board of Management member municipalities with next step recommendations for their consideration.

AND FURTHER THAT a copy of this motion be shared with Cassellhome Board of Management, the Castle Arms Board of Directors, all member municipalities and Nipissing MPP Vic Fedeli.

Executive Summary

The following provides a high-level overview of a matter of urgent significance concerning Castle Arms Non-Profit Apartment Corporation (“Castle Arms”) and the removal of municipal oversight from approximately \$25-30 million book value in publicly funded housing assets. The Board of Management for Cassellholme – Home for the Aged, has constituted a Committee (the “Committee”) to investigate the historical sequence of events and to determine the way the Castle Arms Board assumed control of operations under a reconstituted governance structure. This new structure excludes municipal representation and accountability to the nine member municipalities who originally held responsibility for the stewardship of Cassellholme and related public assets. Integrity and honesty, fundamental values in the governance of publicly funded organizations.

The Committee is concerned that these values, have not been observed in this process. The purpose of this report is to present the findings to the nine municipalities responsible for Cassellholme, to ensure transparency, accountability, and the protection of public interests.

On March 7, 1986, the Board of Management for Cassellholme – East Nipissing Home for the Aged (“Cassellholme”), gave direction to the then Administrator to create a separate legal entity in the form of a new public non-profit housing corporation. This new entity (Castle Arms) would be operated and governed by the same appointees as Cassellholme Board of Management. These mirrored boards provided governance for both Cassellholme and Castle Arms, ensuring municipal funding, accountability and democratic oversight. A staff report to North Bay City Council in May 2009 outlined funding for Castle Arms IV, which included \$2.86 million in Federal and Provincial funding and \$67,000 per year in municipal contributions over 30 years from the member municipalities. This amounts to approximately \$2 million in municipal funding with the City of North Bay contributing \$1.2 million of the total member municipal funding.

On October 28, 2021, the then CEO Jamie Lowery advised the Castle Arms Board of Management that due to amendments to the Ontario Not-for-Profit Corporation Act (ONCA), the Castle Arms Board and Cassellholme Board of Management could no longer have the same membership. Mr. Lowery further advised that there was a need for

governance “modernization” and that separate boards would be required withing three years.

Between 2021 and 2022, a wave of municipal resignations on the Cassellholme Board of Management and the Castle Arms Board occurred due to concerns with how the organization was operating. Taking advantage of these exits, the bylaws of Castle Arms Board were strategically amended to remove municipal appointments. On April 27, 2022, Castle Arms officially amended its bylaws to reduce the Board to five members, removing municipal appointment provisions. As a result, control of assets overseen by Castle Arms, built with municipal, provincial, and federal funds, shifted from public stewardship to a self-appointed private board with no obligation to report to taxpayers or the municipalities responsible for Cassellholme.

Two months later, on June 6, 2022, *Bay Today* published an article stating that Jamie Lowery was running for City Council and had resigned from Cassellholme to avoid conflict. Subsequently, he became the Executive Director of Castle Arms, a position he was already operating in. Shortly after this, the Castle Arms Board of Directors passed a resolution to receive compensation:

“Moved by Sherry Culling and seconded by Allan Marquette that the Board approve compensations for the Castle Arms Directors and Officers, effective June 30, 2022.”

On December 13, 2022, John D’Agostino sent a legal letter to the City of North Bay’s Solicitor declaring that municipalities had no appointment authority. From 2023 onwards, Castle Arms continued to operate with no municipal representation.

On February 14, 2023, Councilor Tanya Vrebosch raised public concerns about a lack of transparency. During Castle Arms Board meeting on September 11, 2024, the minutes recorded a discussion about control of the organization. Larry Fuld was quoted as saying:

“The question becomes why does Peter Chirico want to control this organization? Why is Cassellholme so worried about how Castle Arms is running? Why do more people want to sit on this board, and what is the benefit to Castle Arms? Castle Arms is not willing to give up our assets to other politicians.”

Jamie Lowery was quoted as saying:

“It’s unreasonable for Cassellholme to ask for so much power at Castle Arms. The number one thing that has changed is that Peter Chirico is on the Cassellholme Board.”

In January 2025, a legal opinion received by the Cassellholme Board of Management confirmed that the ONCA contains no provision that would require the Cassellholme Board of Management and Castle Arms Board to be differently constituted. The justification for the change in the Board composition appears to have been baseless, yet public oversight has already been dismantled:

This governance shift happened over a four-year process, using ONCA legislation to obscure the reality of what was occurring. This is not simply a governance technicality; it represents a breach of public trust. As a result, the nine member municipalities responsible for Cassellholme lost their right to oversee assets they helped fund. There is no longer any requirement for Castle Arms Non-Profit Apartment Corporation to report to taxpayers or Municipal Councils. A transparency gap now exists, with many decisions made in-camera, the exclusion of municipal representatives, and an adversarial stance toward public partners. At present, \$25-30 million book value in housing facilities are under the control of a closed board, with no safeguards against misuse, mismanagement, or sale.

After viewing historical events dating back to the establishment of Castle Arms Non-Profit Apartment Corporation, along with meeting minutes, news articles, and correspondence, a full report inclusive of a chronological timeline has been prepared. Several red flags have been identified that cause great concern with how Castle Arms is operating, including:

- Misrepresentation of legal requirements.
- Mass coordinated resignations of municipal representatives.
- Legal counsel serving both sides during governance changes.
- Exclusionary behavior and secrecy.

Furthermore, in 2020, a Management Services Company, Castle Arms Senior Living Management Assistance Inc. (CAMS) was created as a shell company intended to serve as a shared service model for revenue generation. This entity continues to operate without financial transparency, while still generating revenue and mirrors the Castle Arms Board of Management.

The lack of transparency, honesty, and integrity demonstrated by key individuals throughout this process is deeply concerning. The overlapping relationships raise serious issues of conflict of interest and governance failure. Jamie Lowery, Executive Director of Castle Arms and concurrently a City of North Bay Councilor, reports to the Board of Management chaired by Larry Fuld, who also serves as Treasurer. Larry Fuld manages the membership, moderators, and content for VISION 2027, a public Facebook group known for publishing material about members of the City of North Bay Council.

These intertwined roles and personal affiliations raise questions regarding conflicts of interest, violations of fiduciary duty, and failures to uphold the fundamental principles of good governance. Such conflicts of interest, both real and perceived, undermine the legitimacy of Castle Arms' governance and place the stewardship of significant public assets at risk.

This, coupled with the conduct of Mark King, another City of North Bay Councilor and Board Member of Castle Arms, further illustrates the depth of concern. Councilor King circulated a confidential email on March 10, 2023, to a colleague stating “*John D’Agostino has advised the Ombudsman that he has no authority to investigate Castle Arms and/or Cassellholme.*”

This communication raises significant questions about confidentiality, the accuracy of legal advice being circulated among Board members, and the extent to which municipal officials may be complicit in undermining transparency and independent oversight.

Council must take immediate steps to restore democratic oversight. This means:

- Passing a resolution to pursue all legal and administrative remedies available.
- Rescinding motions or agreements made under false pretenses.
- Re-establishing Castle Arms Non-Profit Apartment Corporation governance to mirror Cassellholme's Board of Management as it was originally structured in 1986.

This is about more than governance, it is about protecting the integrity of publicly funded assets and ensuring that the organization, built with taxpayer dollars, remains accountable to the people it serves. We have a responsibility to act now to restore oversight and safeguard these critical housing resources for current and future residents.

This situation demands immediate action. Councils, with their respective municipalities, must pursue all available legal and administrative remedies to restore public oversight, including the reinstatement of Castle Arms Non-Profit Apartment Corporation's governance to its original 1986 structure. Regrettably, taxpayers have become the victims of these actions and will bear the consequences, if the resolution of these matters ultimately requires court intervention.

DATE: MONDAY SEPTEMBER 8, 2025

18.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the September 8, 2025 meeting adjourn at _____ p.m.