



**The Corporation of the Township of Malahide
COUNCIL AND COMMITTEE OF THE WHOLE MEETING AGENDA**

September 18, 2025 – 7:00p.m.
Hybrid Council Meeting (Virtual and In-Person)
Springfield & Area Community Services Building – Council Chambers
51221 Ron McNeil Line, Springfield & via Zoom

- (A) Call to Order
- (B) O Canada
- (C) Approval of the Agenda
- (D) Disclosure of Pecuniary Interest
- (E) Announcements
- (F) Adoption of Minutes of Previous Meeting(s)
 - Council Meeting Minutes of September 4, 2025
- (G) Public Meetings & Committee of Adjustment
- (H) Delegations
 - Port Bruce Ratepayers Association - Presentation by April Anderson
- (I) Approval of Business (Consent Agenda)

Items listed under Approval of Business will be CONSIDERED in one motion, with the exception of those items identified for separate discussion, be approved and the recommendations therein (see draft resolutions) be adopted:

- PW-25-28 - Port Bruce Provincial Park Maintenance Agreement – 2025 to 2029
 - PW-25-26 - Corporate Sponsorship Signage of MCP Baseball Diamond Policy
 - CLERK-25-04 - Strong Mayor Governance Protocols
- (J) Unfinished Business
 - (K) New Business
 - DS-25-35 - 2025 Semi-Annual By-law Enforcement Activity Report
 - PW-25-29 – MCP Ball Diamond 1 Fencing

(L) By-laws

- 25-53 – Appoint Acting Treasurer
- 25-51 – Internet and Telephone Voting – Intelivote Agreement

Committee of the Whole

(M) Business for Consideration

- CLERK-25-05 – 2026 Council Meeting Schedule
- HR-25-06 - Human Resources Policy Revisions

(MI) Unfinished Business

(MII) New Business

Council Members may bring new items for consideration but items for this section shall be introduced at the Approval of the Agenda

Committee of the Whole Adjourns

(P) Correspondence

Items listed under Correspondence are RECEIVED for information in one motion. Council members may request that one or more item(s) be separated for further action.

1. AMOWatchfile – September 4, 2025
2. Aylmer-Malahide Museum and Archives – Newsletter & Invitation
3. Long Point Region Conservation Authority – Board of Directors Meeting Minutes – July 2, 2025
4. Minister for Seniors and Accessibility - 2025 Ontario Senior Achievement Awards
5. Municipality of Tweed – Collaborative Action on Sustainable Waste Management in Ontario
6. Municipality of Bluewater - Closure of Before and After School Programs

(Q) Closed Session

- Closed Meeting Minutes – September 4, 2025
- Labour Relations or Employee Negotiations Matter relating to the Corporate Services Department staffing (Section 239 (2)(e))
- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Aylmer Settlement Area Boundary Adjustment. (Section 239 (2)(f))

(R) Confirmatory By-law

(S) Adjournment

PLEASE NOTE that the draft resolutions provided below DO NOT represent decisions already made by the Council. They are simply intended for the convenience of the Council to expedite the transaction of Council business. Members of Council will choose whether or not to move the proposed draft motions and the Council may also choose to amend or defeat them during the course of the Council meeting.

1. THAT the September 18, 2025, Regular Council Meeting Agenda be approved as presented.
2. THAT the minutes of the regular council meeting of Council held on September 4, 2025, be adopted.
3. That the delegation from the Port Bruce Ratepayers Association, presented by April Anderson, be received for information.
4. Whereas, at its September 4, 2025 meeting, the Committee of the Whole recommended to Council:

- a) THAT Report No. PW-25-28 entitled “Port Bruce Provincial Park Maintenance Agreement – 2025 to 2029” be received;

AND THAT the Committee recommend that staff continue discussions to define an appropriate level of service for the duration of washroom availability with the Ministry of the Environment, Conservation and Parks and report back to the committee with an update.

AND THAT the Committee recommend to Council that portable toilets be placed for the remainder of the 2025 season.

- b) THAT Report No. PW-25-26 entitled “Corporate Sponsorship Signage of MCP Baseball Diamond Policy” be received;

AND THAT the Committee recommend to Council the approval of the revisions to the Corporate Sponsorship Signage of MCP baseball Diamond Policy as presented.

- c) THAT Report CLERK-25-04 entitled Strong Mayor Governance Protocols be received;

AND THAT the Committee recommend to Council that the Responsible Use of Powers Regarding Provincial Priorities Protocol be endorsed;

AND THAT the Committee recommend to Council that the remaining finalized protocols outlined in this report be received for information and incorporated into the Municipality’s governance framework, to be maintained by the Clerk for public reference.

BE IT RESOLVED that Council adopts the above recommendations from the Committee of the Whole.

5. THAT Report No. DS-25-35 entitled “2025 Semi-Annual By-law Enforcement Activity Report” be received.

6. THAT Report No. PW-25-29 entitled “ 2026 Council Meeting Schedule” be received;

AND THAT Council authorize staff to proceed with the required ball diamond fencing repairs and replacements.

7. THAT the following by-laws be now read a first, second time and third time and finally passed:

- 25-53 – Appoint Acting Treasurer
- 25-51 – Internet and Telephone Voting – Intelivote Agreement

8. RESOLVED THAT we do now move into Committee of the Whole.

9. THAT Report No. CLERK-25-05 entitled “2026 Council Meeting Schedule” be received;

AND THAT the Committee of the Whole recommend to Council the attached Council Meeting Schedule for the 2026 calendar year.

10. THAT Report No. HR-25-06 entitled “Human Resources Policy Revisions” be received for information;

AND THAT Committee recommend that the policies attached be brought forward to a subsequent Council meeting for consideration to rescind and replace.

11. RESOLVED THAT we do now move out of Committee of the Whole and reconvene the regular council meeting.

12. RESOLVED that the following correspondence items be received and filed:

1. AMOWatchfile – September 4, 2025
2. Aylmer-Malahide Museum and Archives – Newsletter & Invitation
3. Long Point Region Conservation Authority – Board of Directors Meeting Minutes – July 2, 2025
4. Minister for Seniors and Accessibility - 2025 Ontario Senior Achievement Awards
5. Municipality of Tweed – Collaborative Action on Sustainable Waste Management in Ontario
6. Municipality of Bluewater - Closure of Before and After School Programs

13. THAT Council move into Closed Session at ____p.m., pursuant to Section 239(2) of the Municipal Act, 2001, as amended, to discuss the following:

- Closed Meeting Minutes – September 4, 2025
- Labour Relations or Employee Negotiations Matter relating to the Corporate Services Department staffing (Section 239 (2)(e))

- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose – Aylmer Settlement Area Boundary Adjustment. (Section 239 (2)(f))

14. THAT Council move out of Closed Session and reconvene at ____p.m. in order to continue with its deliberations.

15. THAT By-law No.25-50, being a Confirmatory By-law, be given first, second and third readings, and be properly signed and sealed.

16. RESOLVED THAT we do now adjourn at _____ p.m. to meet again on October 2 2025 at 7:00p.m.

The Corporation of the Township of Malahide
September 4, 2025 – 7:00p.m.
Virtual Meeting - <https://youtu.be/gJEt6Bz5bWA>

The Malahide Township Council met at the Springfield & Area Community Services Building, at 51221 Ron McNeil Line, Springfield, at 7:00p.m. The following were present:

Council: Mayor D. Giguère, Deputy Mayor M. Widner, Councillor S. Leitch, Councillor J. Wilson, Councillor R. Cerna, Councillor S. Lewis, and Councillor C. Glinski.

Staff: Chief Administrative Officer N. Dias, Clerk A. Adams, Director of Corporate Services A. Boylan, Director of Public Works J. Godby, and Manager of Facilities and Contract Administration, D. Pennings.

CALL TO ORDER:

Mayor Giguère took the Chair and called the meeting to order at 7:00p.m.

APPROVAL OF AGENDA:

No. 25-307

Moved By: Rick Cerna

Seconded By: Scott Lewis

THAT the September 4, 2025, Regular Council Meeting Agenda be approved as presented, with the following amendment:

- By-law 25-49 correction to Schedule A – Other Water related Service Fees, to revise the activation fee to \$350
- Public event announcement

Carried

DISCLOSURE OF PECUNIARY INTEREST and the General Nature thereof:

None.

ANNOUNCEMENTS:

Deputy Mayor Widner invites the community to a Lunch & Learn on scam awareness, hosted by Elgin OPP, at Malahide Community Place on September 25th. This session could help protect you by learning even one thing that may save you from fraud. For sign-up and more information, contact the Springfield library staff.

ADOPTION OF MINUTES:**No. 25-308****Moved By: John H. Wilson****Seconded By: Scott Lewis**

THAT the minutes of the regular council meeting held on August 14, 2025 be adopted.

Carried

PUBLIC MEETINGS & COMMITTEE OF ADJUSTMENT:

None.

DELEGATIONS:

None.

APPROVAL OF BUSINESS (CONSENT AGENDA):**No. 25-309****Moved By: Mark Widner****Seconded By: John H. Wilson**

Whereas, at its August 14, 2025 meeting, the Committee of the Whole recommended to Council:

a) THAT Report No. PW-25-24 entitled "Avon Sidewalk" be received.

BE IT RESOLVED that Council adopts the above recommendation from the Committee of the Whole.

UNFINISHED BUSINESS:

- CAO-25-05 - Commemorative Asset Dedication Program

No. 25-310**Moved By: John H. Wilson****Seconded By: Sarah Leitch**

THAT Report CAO-25-05 entitled "Commemorative Asset Dedication Program" be received;

AND THAT Council approve Policy A09-CORP-10 Commemorative Asset Dedication Program;

AND THAT By-law 07-29 being a By-law to designate an “In Memoriam” Policy be repealed.

NEW BUSINESS:

- FIN-25-18 entitled “Bulk Water Filling Station Fees

No. 25-311

Moved By: Scott Lewis

Seconded By: Chester Glinski

THAT Report No. FIN-25-18 entitled “Bulk Water Filling Station Fees” be received;

AND THAT Council approve the amendment to the Township’s water fee schedule to remove its bulk water daily fee and replace it with a one-time activation fee for continuous use, effective January 1, 2025.

Carried

BY-LAWS:

No. 25-312

Moved By: Rick Cerna

Seconded By: John H. Wilson

THAT the following by-laws be now read a first, second time and third time and finally passed:

- 25-46 – Speed reduction on Sparta Line

AND THAT the following by-law as amended be now read a first, second time and third time and finally passed:

- By-law 25-49 correction to Schedule A – Other Water related Service Fees, to revise the activation fee to \$350

AND THAT the following by-laws be now read a third time and finally passed:

- 25-42 – Chalet Drain
- 25-43 – Bobbett Drain Dyck Branch

Carried

COMMITTEE OF THE WHOLE:

No. 25-313

Moved By: Scott Lewis
Seconded By: Rick Cerna

RESOLVED THAT we do now move into Committee of the Whole.

Carried

- PW-25-28 Port Bruce Provincial Park Maintenance Agreement - 2025 to 2029

The Committee members discussed several matters and reached consensus on the direction to be provided to staff. It was the consensus of the committee that staff explore the possibility of extending the operating season, beginning prior to the May 24 weekend and continuing until after the Thanksgiving weekend, and to have those discussions with the Ministry of the Environment, Conservation and Parks. As the season cannot be extended for the current year, members emphasized the need for a portable toilet to be made available for this year.

With respect to the extension of the operating season, members also discussed whether the beach mat should remain in place beyond Labour Day. Councillor Lewis noted that the mat is required for a longer period and should remain in place to align with any extension of the season.

The Committee further requested that staff review how the Township's operating season compares to other provincial parks, why the Township's circumstances are different, and what financial contributions the Province may provide in comparison to the costs borne by the Township to support these extended timelines

In addition, the Committee also directed staff to examine the current level of cleaning and associated standards.

No. 25-314

Moved By: Scott Lewis
Seconded By: Chester Glinski

THAT Report No. PW-25-28 entitled "Port Bruce Provincial Park Maintenance Agreement – 2025 to 2029" be received;

AND THAT the Committee recommend that staff continue discussions to define an appropriate level of service for the duration of washroom availability with the Ministry of the Environment, Conservation and Parks and report back to the committee with an update.

AND THAT the Committee recommend to Council that portable toilets be placed for the remainder of the 2025 season.

Carried

- PW-25-26 - Corporate Sponsorship Signage of MCP Baseball Diamond Policy

No. 25-315**Moved By: Rick Cerna****Seconded By: John H. Wilson**

THAT Report No. PW-25-26 entitled "Corporate Sponsorship Signage of MCP Baseball Diamond Policy" be received;

AND THAT the Committee recommend to Council the approval of the revisions to the Corporate Sponsorship Signage of MCP baseball Diamond Policy as presented.

Carried

- CLERK-25-04 - Strong Mayor Governance Protocols

No. 25-316**Moved By: Scott Lewis****Seconded By: Sarah Leitch**

THAT Report CLERK-25-04 entitled Strong Mayor Governance Protocols be received;

AND THAT the Committee recommend to Council that the Responsible Use of Powers Regarding Provincial Priorities Protocol be endorsed;

AND THAT the Committee recommend to Council that the remaining finalized protocols outlined in this report be received for information and incorporated into the Municipality's governance framework, to be maintained by the Clerk for public reference.

Carried**No. 25-317****Moved By: John H. Wilson****Seconded By: Mark Widner**

RESOLVED THAT we do now move out of Committee of the Whole and reconvene the regular council meeting.

Carried**CORRESPONDENCE ITEMS:****No. 25-318****Moved By: Chester Glinski****Seconded By: Rick Cerna**

BE IT RESOLVED THAT the correspondence items be received and filed:

1. AMOWatchfile – August 7,14,21,2025

2. Elgin County - Elgin County Council Resolution – Aylmer Library Consultation Process and Next Steps
3. Elgin County - Letter of Intent – Town of Aylmer – Elgin County Library Branch Construction Policy
4. Township of Armour - Support for Standardized Governance Models for Family Health Teams
5. Ministry of Municipal Affairs and Housing – Notification of Proposed Updates to the Projection Methodology Guideline (Township of Malahide)
6. The Corporation of the Town of Grimsby - Endorsement of City of St. Catharines' Motion – Elect Respect Pledge
7. Corporation of the Municipality of West Nipissing - Approve Resolution Requesting a Moratorium on Aerial Spraying of Glyphosate in the Nipissing Forest
8. Ministry of Natural Resources - Proposed updates to certain operational policies under the Aggregates Resource Act
9. Ministry of Natural Resources - Proposed regulations to support the implementation of the proposed Geologic Carbon Storage Act, 2025, if passed by the Legislature
10. EPCOR – Notice of Application for rates
11. Township of West Lincoln Endorse the Development of a Code of Conduct for Human Trafficking Prevention in Niagara Region

Carried

CLOSED SESSION:

No. 25-319

Moved By: Mark Widner

Seconded By: Rick Cerna

THAT Council move into Closed Session at 7:57p.m., pursuant to Section 239(2) of the Municipal Act, 2001, as amended, to discuss the following:

- Closed Meeting Minutes – August 14, 2025
- Position regarding a condition on a subdivision agreement subject to s. 239(2)(k) plans or instructions for negotiations.

Carried

No. 25-320

Moved By: Sarah Leitch

Seconded By: Scott Lewis

THAT Council move out of Closed Session and reconvene at 8:59p.m.

Carried

No. 25-321**Moved By: Rick Cerna****Seconded By: Sarah Leitch**

THAT the August 14, 2025 Closed Meeting Minutes be adopted.

AND THAT staff were given direction in relation to a position regarding a condition on a subdivision agreement subject to s. 239(2)(k) plans or instructions for negotiations and there is nothing further to report.

Carried

CONFIRMATORY BY-LAW:**No. 25-322****Moved By: Rick Cerna****Seconded By: Sarah Leitch**

THAT By-law No.25-48, being a Confirmatory By-law, be given first, second and third readings, and be properly signed and sealed.

Carried

ADJOURNMENT:**No. 25-323****Moved By: Mark Widner****Seconded By: Rick Cerna**

THAT Council adjourn its meeting at 9:00p.m.to meet again on September 18, 2025 at 7:00p.m.

Carried

Mayor – D. Giguère

Clerk – A. Adams



REPORT NO. DS-25-35

TO: Mayor & Members of Council
DEPARTMENT: Development Services
MEETING DATE: September 18, 2025
SUBJECT: **2025 Semi-Annual By-law Enforcement Activity Report**

RECOMMENDATION:

THAT Report No. DS-25-35 entitled “2025 Semi-Annual By-law Enforcement Activity Report” be received.

PURPOSE & BACKGROUND:

The purpose of this report is to provide Council with an update on by-law enforcement throughout the Township of Malahide between January 1st to June 30th, 2025.

COMMENTS & ANALYSIS:

The responsibilities of the By-law Enforcement Officer include enforcing municipal by-laws, reviewing and updating existing by-laws, implementing new by-laws to meet the Township's needs, and drafting Policies and Procedures related to by-law enforcement.

By-law enforcement is governed by the Municipal Law Enforcement Policy, which allows for a multi-step approach to achieve compliance. Malahide's approach to by-law enforcement is a customer service-based approach, which allows three (3) opportunities before the Township moves forward for remedial action with the overall goal of voluntary compliance. The overall goal of by-law enforcement is to achieve voluntary compliance with municipal by-laws without having to resort to laying charges in the Ontario Court of Justice. This is achieved through effective communication, collaboration, and education related to the by-laws that are in force and effect within the Township.

The table below shows the status of the complaints.

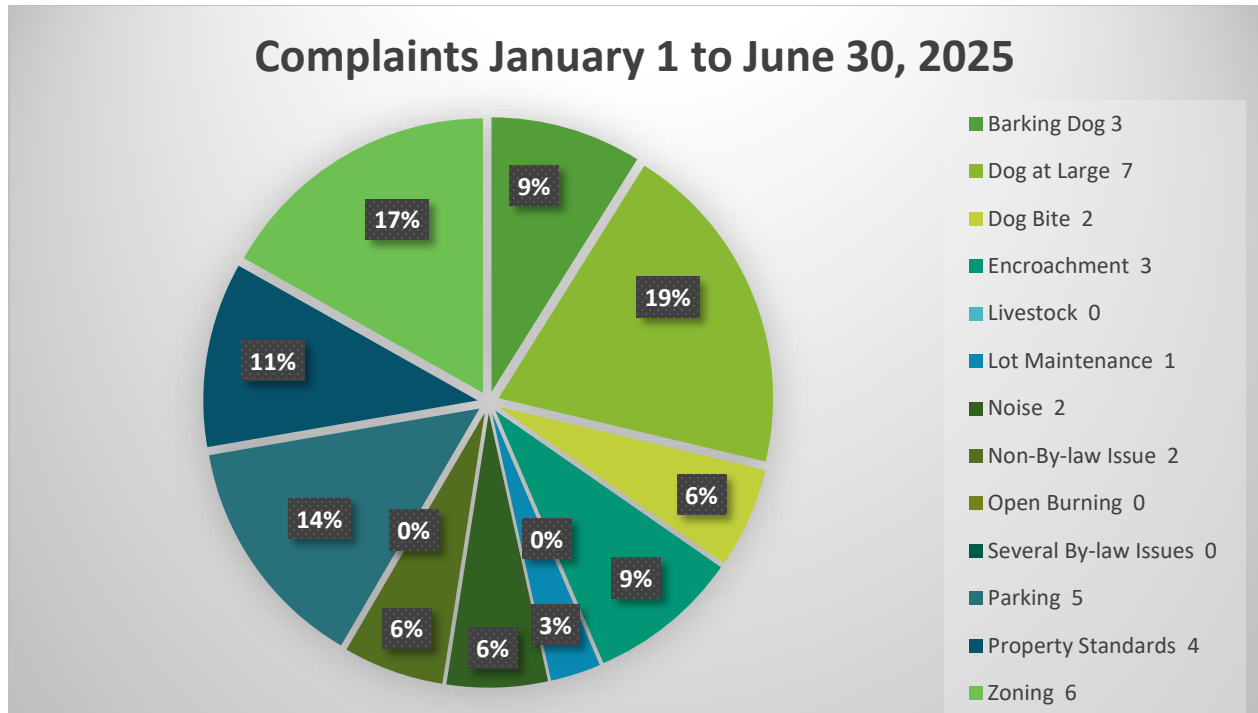
| Complaints | 2023 (All Year) | 2024 (All Year) | 2025 Jan 1 – June 30th 2025 |
|---|----------------------------|----------------------------|---|
| Complaints Received | 40 (recorded) | 56 | 35 |
| Complaints Closed | 36 | 49 | 34 |
| Complaints Carried Over from Past Years | 4 | 7 | 3 (remaining from 2024) |
| Percent | 90% | 87.5 % | 97.1% |

The table below shows complaints by location.

| Complaints by Location | | |
|-------------------------------|------------------------|---|
| | 2024 (Year End) | January 1- June 30th 2025 |
| Copenhagen | 3 | 0 |
| Little Aylmer | 2 | 0 |
| Lutton | 4 | 2 |
| Lyons | 6 | 0 |
| Mount Salem | 1 | 0 |
| Port Bruce | 2 | 4 |
| Rural Malahide | 24 | 19 |
| Springfield | 14 | 10 |
| Total Count | 56 | 35 |

The table below shows complaints by type.

| Complaints by Type | | |
|---------------------------|------------------------|---|
| | 2024 (Year End) | January 1- June 30th 2025 |
| Barking Dog | 7 | 3 |
| Dog at Large | 9 | 7 |
| Dog Bite | 0 | 2 |
| Encroachment | 3 | 3 |
| Livestock | 0 | 0 |
| Lot Maintenance | 3 | 1 |
| Noise | 0 | 2 |
| Non-By-law Issue | 3 | 2 |
| Open Burning | 2 | 0 |
| Several By-law Issues | 8 | 0 |
| Parking | 1 | 5 |
| Property Standards | 7 | 4 |
| Zoning | 13 | 6 |
| Total Count | 56 | 35 |



There were 35 total complaints received between January 1 to June 30th 2025, related to by-law enforcement matters. As you can see from the above chart, the majority of the by-law complaints were related to dogs or zoning-related matters.

Complaint response times between January 1st to June 30th 2025, were excellent, with complaints being investigated within an average of 3 days of receipt. Complaints are prioritized based on the risk to public safety, as well as the health, safety, and well-being of citizens.

Conclusion:

In general, municipal by-laws are challenging as they are the most personal form of law enforcement towards an individual, as they deal with an individual's personal property, including their house, possessions, and activities. As such, there needs to be a balance between the expectations of the complainant and the enforcement of the by-law. As previously stated, the by-law department employs a multi-step approach to achieve compliance, with a key focus on education.

By-law enforcement is time-consuming in nature, particularly for a one-person department that serves two municipalities with various pieces of legislation. As education and attempts to work with violators often lead to compliance, this multi-step approach has proven effective.

The By-Law Enforcement Officer collaborates closely with other municipal departments, including Planning, Building, Public Works, Legal, and external agencies such as the

OPP, Provincial Parks, and the Southwestern Public Health Unit, to facilitate compliance.

In conclusion, by-law enforcement in Malahide continues to be a busy-growing service, and staff look forward to improving By-law Enforcement Services for Malahide further in 2025.

Prepared by: M. Russell, By-law Enforcement Officer

Reviewed by: S. Sutherland, Chief Building Official

Approved by: N. Dias, Chief Administrative Officer



REPORT NO. PW- 25-29

TO: Mayor & Members of Council
DEPARTMENT: Public Works
MEETING DATE: September 18, 2025
SUBJECT: **MCP Ball Diamond 1 Fencing**

RECOMMENDATION:

THAT Report No. PW-25-29 entitled “ MCP Ball Diamond 1 Fencing” be received;

AND THAT Council authorize staff to proceed with the required ball diamond fencing repairs and replacements.

PURPOSE & BACKGROUND:

The Township of Malahide’s 2025 budget, as approved by Council, included a renovation project for the repair and replacement of fencing at the Malahide Community Place (MCP) ball diamonds. This project is intended to address the aging and deteriorating condition of the existing fencing.

COMMENTS & ANALYSIS:

The existing fencing at the MCP ball diamond has reached the end of its useful life, with several sections showing significant wear and damage. In some areas, the fencing is beyond repair and is allowing baseballs to leave the field of play. Temporary repairs completed in recent years are no longer sufficient to ensure the safety of players and spectators.

In accordance with the Township’s procurement policy, staff requested pricing from 3 contractors and received 1 quote of \$34,655 for a complete overhaul of all fencing on Diamond 1. This work will fully update diamond 1 fencing and ensure it remains safe for continued community use. However, the quote amount exceeds the 2025 budget allocation, and an additional \$13,000 in funding is required to proceed.

Replacing the fencing on Diamond 1 will reduce ongoing maintenance costs, mitigate liability risks, and address safety concerns, while also improving the overall appearance of the facility. The MCP ball diamonds remain well-used community assets, and this investment will help preserve the Township’s ability to provide quality recreational opportunities for residents.

It is important to note that this additional financial request applies only to the fencing replacement on Diamond 1. Staff intend to bring forward a separate capital project in

the 2026 budget for the replacement of the fencing on Diamond 2, as well as new ball diamond netting for Diamonds 1 and 2.



FINANCIAL IMPLICATIONS:

The total cost of the Project is estimated at \$38,000. With the existing budget of \$25,000, an additional \$13,000 is required, to be funded by the Capital Reserve.

Prepared by: D. Pennings, Manager of Facilities and Contract Administration

Reviewed by: J. Godby, Director of Public Works

Approved by: N. Dias, Chief Administrative Officer

THE CORPORATION OF THE TOWNSHIP OF MALAHIDE**BY-LAW NO. 25-53**

Being a By-law to appoint an Acting Treasurer for the Township of Malahide.

WHEREAS the Municipal Act, 2001, S. O. 2001, Chapter 25, Section 286(1) provides that a municipality shall appoint an acting treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the Council of the municipality;

AND WHEREAS the Council of The Corporation of the Township of Malahide is desirous of, and deems it expedient, to appoint an Acting Treasurer for Township business;

NOW THEREFORE the Council of The Corporation of the Township of Malahide **HEREBY ENACTS AS FOLLOWS:**

1. THAT Tanya Hoover be and is hereby appointed Acting Treasurer of the Township of Malahide and shall have the title of Acting Treasurer for Township business.
2. THAT the said Tanya Hoover shall perform all of the duties required to be performed by the Acting Treasurer under any statutory authority, and any other duties that may be imposed by the Council of The Corporation of the Township of Malahide for Township business.
3. THAT this By-law shall come into force and take effect on September 24, 2025, at which time By-law No. 21-76 shall be repealed, together with any other by-law inconsistent with the provisions hereof.

READ a FIRST and SECOND time this 18th day of September, 2025.

READ a THIRD time and **FINALLY PASSED** this 18th day of September, 2025.

Mayor, D. Giguère

Clerk, A. Adams

THE CORPORATION OF THE TOWNSHIP OF MALAHIDE
BY-LAW NO. 25-51

Being a By-Law to authorize the signing of an agreement between the Township of Malahide and Intelivote Systems Inc. for the provision of Internet and Telephone Voting Services for the 2026 Municipal Election

WHEREAS *the Municipal Elections Act, S.O. 1996*, Subsection 42(1)(b) states that the Council of a local municipality may pass by-laws to authorize electors to use an alternative voting method, such as voting by mail or by telephone, that does not require electors to attend at a voting place in order to vote;

AND WHEREAS *the Municipal Act 2001, S.O. 2001*, Chapter 25, Section 8 gives the municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this Act;

AND WHEREAS *the Municipal Act 2001, S.O. 2001*, Chapter 25, Section 9(a, b) states that Sections 8 and 11 shall be interpreted broadly so as to confer broad authority on municipalities to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues;

AND WHEREAS the Council of the Township of Malahide passed the resolution 25-171 at the May 1, 2025 Regular Meeting of Council to authorize the alternative method of voting for the 2026 Municipal Election;

AND WHEREAS the Township of Malahide is participating in a co-operative purchasing process with the municipalities of Middlesex and Elgin Counties jointly pursuing an Internet and Telephone Voting Services vendor;

AND WHEREAS the Council of the Township of Malahide deems it necessary and appropriate to enter into an Agreement with Intelivote Systems Inc. for the provision of alternative voting services, being voting by internet and telephone, to ensure greater accessibility of all voters to exercise their individual and democratic right.

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MALAHIDE ENACTS AS FOLLOWS:

1. That the Corporation of the Township of Malahide enter into an Agreement with Intelivote Systems Inc. for the purpose of providing the alternative method of voting as authorized by Council.

2. That the Mayor and Clerk are hereby authorized to execute the agreement attached as Schedule "A" to this by-law.
3. That any By-law inconsistent to this By-law is hereby repealed.

READ a **FIRST** and **SECOND** time this 18th day of September 2025.

READ a **THIRD** time and **FINALLY PASSED** this 18th day of September 2025.

Mayor, D. Giguère

Clerk, A. Adams

Electronic Voting Services Agreement

Agreement for eVoting Services made and effective this 18th day of September, 2025

BETWEEN:

TOWNSHIP OF MALAHIDE

Of 87 John Street S, Aylmer, ON N5H 2C3
(herein called "the Municipality")

- and -

INTELIVOTE SYSTEMS INC.

Of 40 Thornhill Drive, Suite 12, Dartmouth, Nova Scotia, B3B 1S1
(herein called "ISI")

WHEREAS Intelivote has developed application software, procedures and expertise to provide an electronic voting system incorporating voting through secure wireless, telephone, and internet connections, ("the ISI System");

AND WHEREAS the Municipality wishes to obtain from ISI the use of the ISI System to conduct its municipal election on the Election Date(s) defined in Article 1 below;

AND WHEREAS ISI and the Municipality wish to set forth the terms applicable to the use of the ISI System for the Municipality's Election on the Election Date(s);

NOW THEREFORE FOR the mutual consideration set forth herein, the adequacy of which is hereby acknowledged, ISI and the Municipality, intending to be legally bound, agree as follows:

1. Definitions

- 1.1 "Auditor" – means a third party or an individual assigned by the Municipality to conduct audit processes that have been agreed to by the Municipality and ISI and who will be responsible to render an official opinion as to the validity of the total voting process as conducted by ISI and the Event Officials.
- 1.2 "Consulting Services"- means the services described in Schedule "A" hereof which are to be rendered by ISI.
- 1.3 "Contract Administrator"- means the persons identified in Article 4 as primary Contract Administrators or other Contract Administrators.
- 1.4 "Control Centre"- means the location at which ISI sets up the control access and monitoring of the database and processing functions of the ISI Service.

- 1.5 “Eligible Elector”- means a person who the Municipality has determined is eligible to vote in the eVoting event and to whom a PIN has been provided.
- 1.6 “Election Officials”- means the persons who the Municipality designates in writing to ISI as the persons who have jurisdiction over the legal control and conduct of the Event, including the usual powers and authority of a Chief Electoral Officer (CEO) and/or returning officer (RO), whose rulings ISI shall be compelled to comply with.
- 1.7 “Election Date(s)”- means the following approximate dates: October 19-26, 2026.
- 1.8 “Interactive Voice Response” and “IVR”- means the capability for an Eligible Elector to listen to voting options and to cast a vote(s) through a telephone system including cellular phones.
- 1.9 “Internet Enabled Connection Service”- means the capability for an Eligible Elector to connect through the internet to a website and to read the voting options and to cast a vote(s) through the internet connection.
- 1.10 “PIN”- means a unique personal identification number assigned to each Eligible Elector.
- 1.11 “Telephone Voting Number”- means the toll-free telephone number to be agreed upon between the Municipality and ISI to which an Eligible Elector may connect through a telephone, including a cellular telephone, and cast their votes.
- 1.12 “Voting Decision”- means one or more slates of candidates or questions in which an Eligible Elector is entitled to vote in a predetermined manner.
- 1.13 “Voting Window”- means the hours designated by the Municipality during the Election Date(s) during which an Eligible Elector is entitled to cast their vote.
- 1.14 “Website Voting Address”- means an Internet Protocol address to be agreed upon between the Municipality and ISI to which an Eligible Elector may connect through a web browser and cast their votes.

2. Provision of ISI Systems

- 2.1 ISI hereby agrees to provide the use of the ISI System to the Municipality and to its Eligible Electors during the Voting Period and to provide any required and agreed to Consulting Services and Technical Support Services to the Municipality for the municipal election and the Municipality shall pay the fee set out in article 7 to ISI in accordance with the payment terms set out in clause 7.1.4.

3. Specifications

- 3.1 The ISI System shall permit a person submitting a PIN, or a PIN and any other voting credential agreed upon by the Municipality and ISI, to access the ISI System and to cast the votes permitted by the Municipality on the Voting Decisions in respect of each PIN in any of the manners set out in clauses 3.2, 3.3, and 3.4, to record through verifiable records in what manner and when the votes of each PIN were cast, to ensure that votes may be cast in respect of the Voting Decisions only once for each PIN and to ensure that no record is kept or is recoverable which allows the identification of the candidates for whom votes were cast by a PIN, or how votes were cast in answer to questions by a PIN.
- 3.2 The ISI System shall enable IVR ports which will allow Eligible Electors to telephone the Telephone Voting Number and upon entering the elector's PIN, or a PIN and any other voting credential agreed upon by the Municipality and ISI, to vote in respect of each Voting Decision by Interactive Voice Response.
- 3.3 The ISI System shall enable an internet enabled application through a Website Voting Address that will enable each Eligible Elector to connect to the Website Voting Address and upon entering that elector's PIN, or a PIN and any other voting credential agreed upon by the Municipality and ISI, to vote in respect of each Voting Decision by Internet Enabled Connection Service.
- 3.4 Access to the ISI System via any voting telephone number and to the internet website address shall be restricted to only the times and dates set out in the Voting Window unless directed by the Election Officials to extend or reduce the Voting Window.
- 3.5 The ISI System shall, if required, enable the Polling Officials to securely enter in the ISI System the PIN or name of each Eligible Elector at the time they are given a paper ballot at a polling station to vote in person and to determine at such time if any vote has previously been cast using such PIN and to record on the ISI System that a vote has been cast in respect of that PIN;
- 3.6 The ISI System shall enable the Auditor to access the ISI System and cast auditing votes prior to the Voting Window which can be tracked as auditing votes and removed from any final vote tally so as to obtain assurance that the ISI System is functioning properly.
- 3.7 The ISI System shall enable Election Officials and/or the Auditor to have secure access to the tally of votes cast by Interactive Voice Response and Internet Enabled Connection Service after the close of the Voting Window.

- 3.8 The ISI System shall enable ISI personnel to shut down the ISI System and, in such case, the prescribed message shall be recorded on the Interactive Voice Response and displayed on Internet Enabled Connection Service.
- 3.9 The ISI System shall enable the Candidates and/or Candidates' Agents to have access to the Candidate Module, if such service is requested to be enabled by the Election Officials.

4. Contract Administration

- 4.1 Each party shall designate the name, address, telephone, and email addresses of a primary Contract Administrator. The Contract Administrator shall be responsible for arranging all meetings, visits and consultations between the parties and for the transmission and receipt of all official notices and for all administrative matters such as invoices, payments and amendments.

The primary Contract Administrator for ISI shall be:

Name: Chris Mosher
Telephone: 902-468-0376
Email: chris.mosher@intelivote.com

The primary Contract Administrator for the Municipality shall be:

Name: Allison Adams
Telephone: 519-773-5344, ext. 222
Email: aadams@malahide.ca

- 4.2 Any party may by notice in writing to the other party's primary Contract Administrator designate a different person as Contract Administrator for a specific aspect of the administration of the contract.
- 4.3 The Contract Administrators will be available Monday through Friday 8:30 a.m. to 4:30 p.m. Eastern Time (ET), excluding lunch hours and a reasonable number of days spent out of the office and shall respond within 1 business day of the receipt of any request for information or request for decisions that are communicated between the Contract Administrators.
- 4.4 Each party may change its Contract Administrators by notice to the other party's primary Contract Administrator.
- 4.5 Each of the Contract Administrators shall communicate with each other promptly as to the status of information, procedures and progress on each of their respective tasks as set out in this Agreement and to advise the other forthwith upon the occurrence of any material change in such plans.

- 4.6 If any party (first party) receives notice from the other party that the first party's Contract Administrator is not carrying out his or her duties to the satisfaction of the other party, then the first party shall promptly designate another person as its Contract Administrator.

5. Obligations of the Municipality

5.1 The Municipality shall:

- 5.1.1. Ensure that at all times it has a Contract Administrator ready, willing and competent to communicate with ISI on any issue relevant to this contract.
- 5.1.2. Allocate appropriate resources with the necessary knowledge and authorization to work with ISI in defining tasks for all stages of activity leading up to and including Election Day(s); establish mutually agreed upon timelines for these tasks; coordinate all tasks assigned to the Municipality; provide all information required to configure the ISI system as early as possible in the overall event schedule. A draft project plan detailing some of these tasks will be provided.
- 5.1.3. Pay ISI for services such amounts as are outlined in Article 7 and pay to third parties such costs which pursuant to this contract and to Schedule "A" the Municipality is responsible to bear and to indemnify ISI in respect of such costs.
- 5.1.4. Supply at its cost appropriate equipment, as required, such as computer hardware, internet access, telephone service at any, or all, assistance locations/polling locations.
- 5.1.5. Engage a qualified individual to conduct audit processes that have been agreed to by the Municipality and ISI and who will be responsible to render an official opinion as to the validity of the total voting process as conducted by ISI and the Election Officials.

6. Obligations of ISI

6.1 ISI shall:

- 6.1.1. Arrange at its cost, in consultation with the Municipality, for a Telephone Voting Number capable of handling not less than such number of calls per minute as is specified by ISI based on the number of Eligible Electors;
- 6.1.2. Arrange at its cost, in consultation, with the Municipality for a Website Voting Address capable of handling not less than such

number of connections per minute as is specified by ISI based on the number of Eligible Electors;

- 6.1.3. Provide the ISI System functioning in accordance with the Specifications set out in Section 3 connected to the Telephone Voting Number and Website Voting Address to the Eligible Electors during the Voting Window;
- 6.1.4. Perform with diligence, in a timely manner, in accordance with generally accepted professional standards and practices recognized in the Information Technology Industry the Consulting Services described in Schedule “A”;
- 6.1.5. Abide by decisions of the Election Official and comply with instructions from the Auditor and Election Officials in respect to operations of the ISI system providing that such instructions and decisions do not adversely impact the operation or integrity of the ISI system;
- 6.1.6. Ensure that the voting instructions are available on the ISI System during the Voting Window;
- 6.1.7. Make available online to the Election Official and/or Auditor at the end of the Voting Window the results of votes cast for each candidate and question; and
- 6.1.8. Cause a duly qualified individual to meet with the Municipality at the offices of the Municipality if any other communication is demonstrably ineffective to resolve any outstanding issues.
- 6.1.9. The system is guaranteed to be up and running 99.9% of the time. Should technical issues prevent use of the system, ISI guarantees remedy within 30 minutes Monday – Friday between 8:30 am – 4:30 pm ET and 8:00 am – 8:00 pm ET on Election Day (October 26, 2026). Should the system not function, any costs are included in the contract and there shall be no additional consulting fees to remedy.

7. Fee and Payment Terms

7.1 The Municipality agrees to pay to ISI:

- 7.1.1. A base services fee equal to \$1.00 per eligible and enumerated electors in the ISI System on Election Day(s);

- 7.1.2. A services and postage fee equal to \$1.75 per Eligible Elector for the creation, printing, and mailing of single page voter instruction letters with Canada Post;
- 7.1.3. Any fees for additional consulting services described in Schedule “B”;
- 7.1.4. The fees payable pursuant to clause 7.1.1 and 7.1.2 are payable as follows:
 - a) 30% of the base services fee of \$1.00 per Eligible Elector on execution of this Agreement, when invoiced by ISI, based on the number of Eligible Electors as determined by the current list of electors available from Elections Ontario for use in the 2026 Municipal election by the Municipality;
 - b) The services and postage fee of \$1.75, for each voter instruction letter to be sent to each Eligible Elector shall be due and payable when invoiced by ISI, typically two weeks prior to the printing and delivery of the letters, and,
 - c) the balance of the service fee immediately after the final Election Date, when invoiced by ISI.
- 7.1.5. The Municipality shall pay in addition to the fees stated above HST and any other taxes applicable to the provision of such services.
- 7.1.6. Any fee or portion thereof not paid on the date on which it is payable shall bear interest at the rate of 12% per annum calculated and applied monthly.

8. Ownership and Rights

- 8.1 ISI shall maintain ownership of all intellectual property rights associated with the ISI System and the Municipality is only entitled to the data concerning the election generated by the ISI System and the Municipality shall have no other rights in or further use of the ISI System.

9. Representations and Warranties

- 9.1 ISI represents and warrants that:
 - 9.1.1. Use of the ISI System as described in this Agreement does not infringe the intellectual property rights of any person;
 - 9.1.2. ISI has and will have full and sufficient rights to supply the use of the ISI System during the Voting Window;
 - 9.1.3. ISI shall engage a national service provider(s) to provide a very high level of reliability, security, scalability and performance for a high-volume transaction, mission critical solution; and

- 9.1.4. ISI will destroy all formats of information relating to Voting Decisions upon receipt of instructions from the Election Official to do so.
- 9.1.5. The person(s) signing this contract are duly authorized to execute and deliver it on behalf of ISI and that it is a duly binding obligation of ISI.
- 9.2 The Municipality represents and warrants that:
 - 9.2.1. The Municipality has the authority and jurisdiction to engage ISI for the provision of the ISI System for its municipal election and that the person(s) signing this contract are duly authorized to execute and deliver it on behalf of the Municipality and that it is a duly binding obligation of the Municipality.

10. Remedies

- 10.1 If a party fails or refuses at any time to perform its obligations under this Agreement, then the other party may deliver the defaulting party notice of intent to terminate this Agreement, which notice shall specify the alleged failures or refusals and, if within three business days of receipt of the notice or such other reasonable period in relation to the default, the defaulting party shall not have cured all the defaults set out in the notice or presented a plan reasonably acceptable to the other party to cure these defaults, the other party may, at its option elect to terminate this Agreement.
- 10.2 If the Municipality terminates this Agreement as a result of all the positions up for election being acclaimed, then the Municipality shall reimburse ISI all predetermined out-of-pocket expenses incurred for the planning and delivery of the municipal election in addition to the installments payable pursuant to sub-section 7.1.4(a). To be clear, only the service fees for the eVoting service deposit defined in sub-section 7.1.4(a) are payable. The services and postage fee for the voter information letter is not required as there will be no service or postage required and thus it will not be billed to the Municipality.
- 10.3 If the Municipality terminates this Agreement for any reason other than the reason stated in clause 10.2 without material default by ISI, then the Municipality shall pay ISI fifty percent (50%) of the total fees that would be payable pursuant to Article 7 if the ISI System had been employed for the municipal election, except that a deduction shall be made of any fees payable under 7.1.2 that have not been incurred by ISI.
- 10.4 If ISI terminates this Agreement for any reason other than if the Municipality does not meet the terms of the Agreement, no fees shall be payable and any fees under Section 7.1 shall be returned to the Municipality.

- 10.5 And any payments previously paid by the Municipality to ISI shall be deducted from amounts otherwise payable pursuant to Article 10.3.

11. Force Majeure

- 11.1 Either party shall be excused from delays in performing or from its failure to perform hereunder to the extent that such delays or failures result from an act of god, fires, floods, explosions, insurrection, war or riots, unusually severe weather, epidemics or quarantine restrictions, governmental priorities or allocations regulations or any cause beyond the reasonable control of the party including without limiting the generality of the foregoing, a failure of communication facilities, labor trouble or strikes by employees of telecommunications providers or letter carriers, including suppliers of application software to ISI, and restraint by Court or public authority.

12. Limitation of Liability

- 12.1 ISI's liability for damages howsoever caused, whether in contract or in tort, including negligence, shall be limited to the actual direct damage suffered by the Municipality. For purpose of this agreement, direct damages shall include but not be limited to any reasonable costs related to having to void or cancel an election and run a new election as a result of the negligence or breach of contract of ISI, including the cost of any third-parties used to complete the new election, and any reasonable costs related to breaches of privacy and the release of personal information. In no event shall ISI be liable for any indirect, consequential, or punitive damage to the Municipality or any other person. In any event, the liability of ISI under this agreement shall not exceed the limit of its insurance.

13. Insurance

- 13.1 ISI shall have, and maintain for the Term of the contract, technology and cyber insurance, and Commercial General Liability insurance with an occurrence limit and aggregate limit of each, of not less than \$2,000,000. ISI shall provide proof of such coverage, satisfactory to the Municipality, prior to the election.
- 13.2 ISI represents and warrants that there are no claims and that to the best of its knowledge is not aware of any potential claims with respect to its technology and cyber insurance policy.

14. Miscellaneous

- 14.1 This Agreement may be executed in several counterparts, all of which taken together shall constitute one single Agreement between the parties.

- 14.2 The parties and their representatives signing this Agreement hereby acknowledge and represent that the representatives signing this Agreement are authorized and have full authority to enter into this Agreement on behalf of the parties for whom they have signed.
- 14.3 No delay or omission by either party to exercise any right or power occurring upon any noncompliance or default by other party shall impair any such right or power or to be construed as a waiver thereof, unless such waiver is in writing.
- 14.4 This Agreement, including the Schedules referred to in this Agreement, constitutes the entire agreement of the parties with regard to the subject matters addressed in this Agreement and this Agreement supersedes all prior or contemporaneous agreements or discussions or representations, whether oral or written with respect to the subject matter of this Agreement and this Agreement cannot be varied, amended, waived or discharged except in writing signed by all parties.
- 14.5 Time is of the essence to the performance of the party's obligations under this Agreement.
- 14.6 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.
- 14.7 This Agreement may not be assigned to any other party without the written consent of the other party.

TOWNSHIP OF MALAHIDE

Per: _____

Per: _____

INTELIVOTE SYSTEMS INC.

Per: _____

Dean Smith – President & Founder

SCHEDULE “A”
Base Services

ISI Base Services to be provided within the agreed upon fee identified in clause 7.1.1. These services include:

- a) Develop and manage a critical path plan for required activities in coordination with the Municipality;
- b) Management and coordination of telecommunications requirements designed to provide the elector with their choice of voting channel: internet, phone, mail-in, or polling station. Includes the activities associated with the telecommunications setup for electronic voting system; appropriate bandwidth; phone (IVR) ports; and website registration.
- c) Attending online (Zoom, Teams, etc.) organizational committee meetings with the Municipality.
- d) Assist in the development by the Municipality of educational materials for electors including creation of the elector instruction letter providing specific instructions on how to successfully use the electronic voting process.
- e) Assistance in the management of the electors list;
- f) Assistance with the format, design and secure delivery methods of personal identification numbers (PIN). Intelivote Systems will generate the PINs using the Eligible Elector population to determine the required PIN length and to determine the number of additional PINs required as spares. A unique PIN will be created for each Eligible Elector based on the initial eligible elector list provided by the Municipality. In addition to the PIN, an Eligible Elector category is created and a file is produced to be used for production of voter instruction letters.
- g) Provision of a media spokesperson to address technology questions. Development and/or assistance with a media plan and a voter education plan that addresses the most common questions from both the media and members of the public. An Intelivote representative can speak directly with the media on any questions related directly to the Intelivote application. The Municipality is responsible for all advertising and marketing costs of the municipal election, and if the Municipality is paying ISI pursuant to Article 7.1.2 to prepare and mail out voter instruction letters, then ISI will be responsible for the costs of preparing and mailing out the voter instruction letters.
- h) Technical consultation to address specialized system requirements;
- i) Development and recording of voice scripts for the election;
- j) Website development and design including generation of a customized webpage for electors to link from to vote;
- k) Assisting the Municipality in addressing legislative issues and by-laws relating to elector notification.
- l) Customization and development of all activity associated with configuring the election such as: district setup; candidate assignment; voice script recording; Elector List management; secure ID and password management; configuring and

- loading Voting Decisions (ie. type of race, sequence and presentation display), based on information to be provided by the Municipality.
- m) Assistance and guidance to Auditors, security personnel and Election Officials. A document will be provided which will outline the requirements for a regional centre (if required) to be used by the Election Officials and Auditor, provided that the Municipality shall provide any hardware and communication facilities required by the Auditors and Election Officials.
 - n) Training for election HelpLine staff;
 - o) Coordination for logistics for eVoting and assistance for the protocol to be followed for the voting event.

SCHEDULE “B” Consulting Services

Additional consulting services that may be required and approved by the municipality in addition to those services provided in Schedule “A” will be provided at the following rates:

Intelivote Consultant - \$800/day plus applicable taxes
All travel and living expenses will be reimbursed to ISI at cost.



REPORT NO. CLERK-25-05

TO: Mayor & Members of Council
DEPARTMENT: Corporate & Financial Services
MEETING DATE: September 18, 2025
SUBJECT: 2026 Council Meeting Schedule

RECOMMENDATION:

THAT Report No. CLERK-25-05 entitled “2026 Council Meeting Schedule” be received;

AND THAT the Committee of the Whole recommend to Council the attached Council Meeting Schedule for the 2026 calendar year.

PURPOSE & BACKGROUND:

To ensure transparent and accountable governance, Council will set the meeting dates for planning matters, reports, delegations, and meeting notices for 2026.

Prior to the first meeting of each calendar year, the Council shall establish and publish a schedule of all regular meeting dates for that year. This schedule will include the date, time, and location of each meeting and will be posted on the municipal website.

COMMENTS & ANALYSIS:

According to Procedural By-law 24-35, the following applies to regular meetings:

- 5.3.1 - Regular Meetings of Council shall be held on the first and third Thursday of each month commencing at 7:00 p.m., unless such a day is a Statutory Holiday, or on such other day and time as may be determined from time to time by resolution of Council.
- 5.3.2 - Notwithstanding Section 5. 3(1) of this by- law, in January, July and August, a Regular Meeting of Council shall only be held on one scheduled Thursday, as set by Council commencing at 7: 00 p. m., unless such a day is a Statutory Holiday, or on such other day.

The proposed schedule, attached for your review and consideration, does not require any adjustments to accommodate statutory holidays or conferences.

Municipal Elections are scheduled for Monday, October 26, 2026. The new term of Council will commence on November 15, 2026, with the Inaugural meeting proposed for November 16, 2026, at 6:00 p.m.

At its August 14th meeting, Council approved the proposed timeline for the 2026 Budget Process through Report FIN-25-17. Since that time, staffing considerations may require adjustments to the Special Council Meeting identified on January 8, 2026. In accordance with the Procedural By-law, this meeting can be called at any time and does not need to be included on the regular Council schedule.

FINANCIAL IMPLICATIONS:

N/A

LINK TO STRATEGIC & OPERATIONAL PLANS:

By proactively addressing scheduling needs, this requested adjustment embodies the “flexible and solution-oriented” approach outlined in the Township’s strategic plan.

CONSULTATION:

N/A

ATTACHMENTS:

1. 2026 Council Meeting Schedule

Prepared by: A. Adams, Manager of Legislative Services/Clerk

Approved by: N. Dias, Chief Administrative Officer

2026 SCHEDULE OF COUNCIL MEETINGS

| MEETING DATE | START TIME |
|--|------------|
| Thursday, January 15, 2026 | 7:00 P.M. |
| Thursday, February 5, 2026 | 7:00 P.M. |
| Thursday, February 19, 2026 | 7:00 P.M. |
| Thursday, March 5, 2026 | 7:00 P.M. |
| Thursday, March 19, 2026 | 7:00 P.M. |
| Thursday, April 2, 2026 | 7:00 P.M. |
| Thursday, April 16, 2026 | 7:00 P.M. |
| Thursday, May 7, 2026 | 7:00 P.M. |
| Thursday, May 21, 2026 | 7:00 P.M. |
| Thursday, June 4, 2026 | 7:00 P.M. |
| Thursday, June 18, 2026 | 7:00 P.M. |
| Thursday, July 16, 2026 | 7:00 P.M. |
| Thursday, August 20, 2026 | 7:00 P.M. |
| Thursday, September 3, 2026 | 7:00 P.M. |
| Thursday, September 17, 2026 | 7:00 P.M. |
| Thursday, October 1, 2026 | 7:00 P.M. |
| Thursday, October 15, 2026 | 7:00 P.M. |
| Thursday, November 5, 2026 | 7:00 P.M. |
| Monday , November 16, 2026 - Inaugural | 6:00 P.M. |
| Thursday, December 3, 2026 | 7:00 P.M. |
| Thursday, December 17, 2026 | 7:00 P.M. |



REPORT NO. HR-25-06

TO: Mayor & Members of Council
DEPARTMENT: Human Resources
MEETING DATE: September 18, 2025
SUBJECT: Human Resources Policy Revisions

RECOMMENDATION:

THAT Report No. HR-25-06 entitled "Human Resources Policy Revisions" be received for information;

AND THAT Committee recommend that the policies attached be brought forward to a subsequent Council meeting for consideration to rescind and replace.

PURPOSE & BACKGROUND:

The purpose of this report is to introduce proposed policy revisions to the Human Resources Policy Handbook as part of the Township's ongoing comprehensive policy review. This report presents updates to Section A - General and Subsection - Organizational Information, which establishes the foundation for the Township's Human Resources (HR) framework, values, and strategic alignment.

As part of the Township's strategic initiatives, staff are undertaking a full review and modernization of the Human Resources Policy Handbook. The intent is to ensure policies are up to date, in compliance with legislation, aligned with best practices, and reflective of the Township's strategic priorities, organizational culture, and values.

Policies are being presented in phases, beginning with Section A – General. This section sets the tone for the overall handbook by articulating the Township's values, mission, and guiding principles, ensuring consistency across all subsequent policies.

COMMENTS & ANALYSIS:

A summary of policy revisions and rescind recommendations is presented below.

A-1.1 Township of Malahide Background & Description

Recommendation:

That Council rescind Policy A-1.1 Township of Malahide Background & Description.

Rationale:

Policies are intended to guide governance and operations and require Council approval and oversight. Policy A-1.1 contains general background, history, and a description of the Township, which does not require Council approval as a policy matter.

This information is better suited for operational purposes and will be included in the Township's onboarding package for new employees. This approach ensures that the information is accessible and informative, while allowing the Township's policy framework to concentrate on governance-related issues and legislative requirements.

A-1.2 Corporate Objectives/Goals

Recommendation:

That Council rescind Policy A-1.2 Corporate Objectives/Goals.

Rationale:

Corporate Objectives and goals are established through Council's Strategic Plan and reviewed on an ongoing basis. Tasks, actions, and outcomes stemming from these goals are operational in nature and do not require inclusion within the Township's policy framework.

Maintaining a separate policy on corporate objectives/goals is therefore redundant. Staff will continue to align departmental work plans and initiatives with the Strategic Plan, ensuring that Council's priorities remain the foundation for annual objectives and outcomes.

A-1.3 Guiding Principles

Recommendation:

That Council rescind Policy A-1.3 Guiding Principles.

Rationale:

The Township's vision, mission, and values are already articulated within Council's Strategic Plan and serve as the foundation for organizational culture and direction. Maintaining a separate policy on guiding principles creates unnecessary duplication and risks causing confusion for staff.

A consistent, unified approach ensures that staff, Council, and residents share the same understanding of the Township's values and priorities. These principles will continue to be embedded operationally – for example, within HR practices such as performance evaluations, where staff may be asked to reflect on how they have demonstrated the value “being flexible and solution-oriented”.

By streamlining the policy framework and reinforcing reliance on the Strategic Plan, the Township ensure clarity, alignment, and consistency in how values and principles are understood and applied.

A-1.4 Employee Classification

Recommendation:

That Council rescind Policy A-1.4 Employee Classification

Rationale:

The content of Policy A-1.4 has been reviewed, updated, and incorporated into the proposed new Policy A09-A-1.1 Employee Classification and Organization Structure. This new policy aligns with the *Employment Standards Act (ESA)* and introduces significant enhancements to strengthen clarity, consistency, and alignment with modern HR practices.

Key revisions include:

- Clearly defined employment classifications to improve understanding across the organization.
- A structured outline of organizational levels, divisions, and roles.
- Introduction of the Township's first Competency Framework, which links organizational roles to performance expectations and growth opportunities.

The Competency Framework will serve as a foundation for:

- Recruitment & Selection
- Performance Management
- Professional Development & Training
- Recognition Programs
- Succession Planning

In addition, the updated policy includes an appendix with a detailed listing of organizational roles (by position and division) and the Township's organizational chart.

Rescinding the existing policy ensures outdated provisions are replaced with a comprehensive, modernized framework that better supports organizational growth and employee development.

Competencies and Their Value to the Organization

What is a Competency?

Competencies are the combination of knowledge, skills, abilities, and behaviours that employees are expected to demonstrate in their roles. They go beyond technical qualifications by setting clear expectations for *how work* is carried out, not just *what work* is done.

Why a Competency Framework for the Township of Malahide?

Competency models offer numerous advantages for organizations and employees alike. By defining and organizing essential knowledge, skills, and behaviours required for success in specific roles and levels, this model facilitates effective talent management and supports the achievement of strategic objectives.

FINANCIAL IMPLICATIONS:

There are no direct financial impacts associated with the proposed policy revisions at this time.

LINK TO STRATEGIC & OPERATIONAL PLANS:

| | |
|--------------------------|--|
| Mission: | Essential services that are timely, cost-effective, easy to access and aligned with policies. <i>Human Resources Policies that align with organizational culture to effectively deliver timely services to the community.</i> |
| Priorities: | Establish, document, and implement service levels. <i>Modernizing Human Resources Policies to align with best practice, legal compliance, and organizational values.</i> |
| Tangible Results: | Policy-driven decision-making. <i>Human Resources policies that are applied consistently and objectively across the organization.</i> |

CONSULTATION:

ATTACHMENTS:

| Attachment # | Title / Description | Purpose |
|---------------------|---|---------------------------|
| 1 | A-1.1 Background and Description of the Township of Malahide | Rescind |
| 2 | A-1.2 Corporate Objectives/Goals | Rescind |
| 3 | A-1.3 Guiding Principles | Rescind |
| 4 | A-1.4 Employee Classifications | Rescind |
| 5 | A09-A-1.1 Employee Classification and Organizational Structure Policy | New Policy Recommendation |

Prepared by: S. Loewen, Human Resources Manager

Approved by: N. Dias, Chief Administrative Officer



| | |
|--|--|
| Section: A - General | Policy Number: A-1.1 |
| Subsection: Organizational Information | Effective Date: January 1, 2011 |
| Subject: Background and Description of the Township of Malahide | Revision Date: |
| | Page 1 of 2 |

A-1.1 BACKGROUND AND DESCRIPTION OF THE TOWNSHIP OF MALAHIDE

Purpose:

To provide background information and an overview of the Township of Malahide.

Policy:

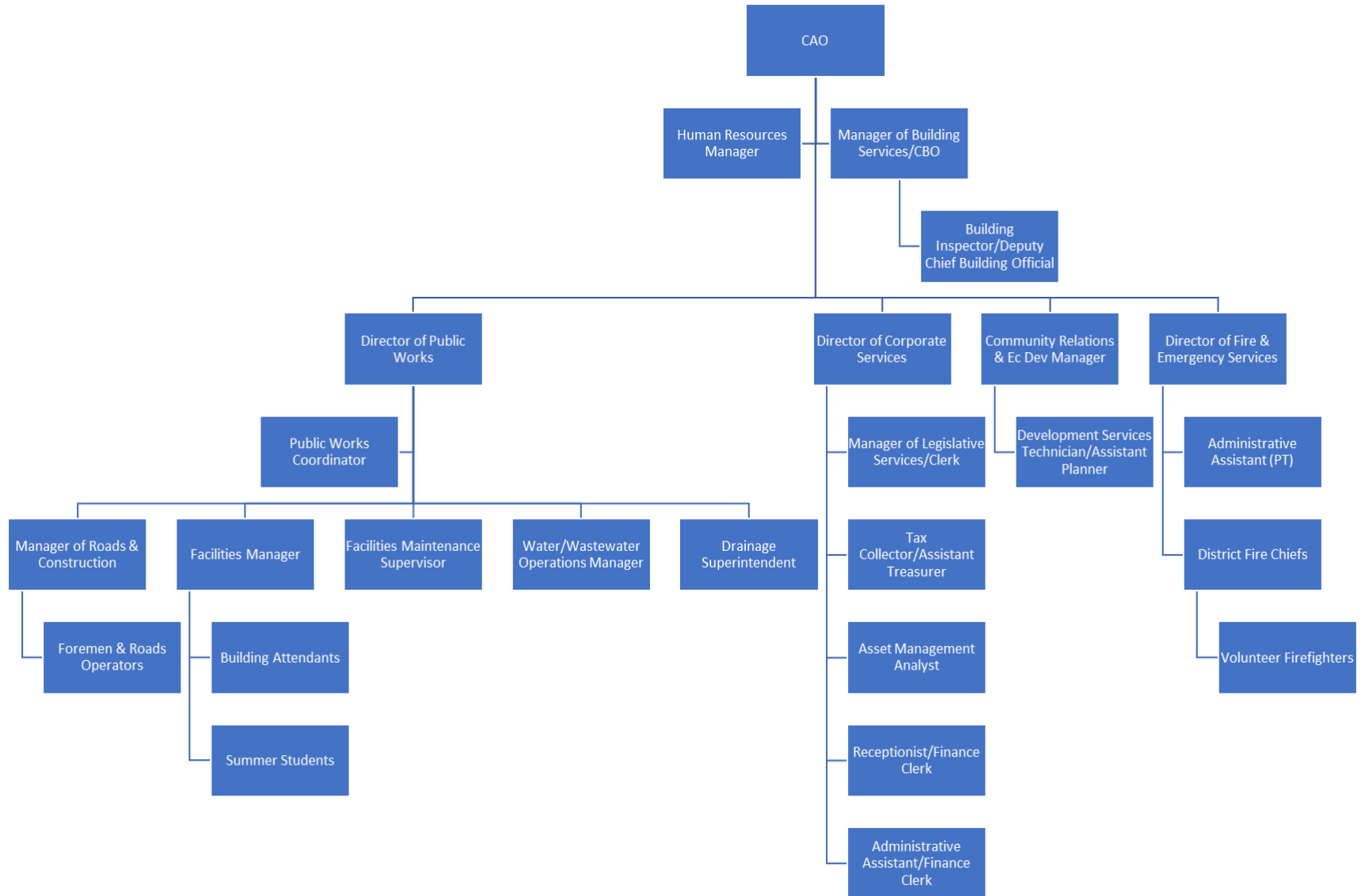
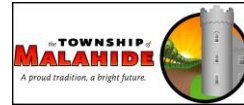
The Corporation of the Township of Malahide was formed on January 1, 1998 as a result of an amalgamation of the former Township of Malahide, Township of South Dorchester and Village of Springfield. The Township is a lower-tier municipality within the County of Elgin.

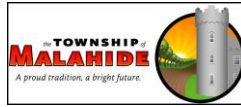
The Township of Malahide is situated on the north shore of Lake Erie. It is bordered on its exterior perimeters by the Municipality of Bayham and the Township of Southwest Oxford to the East, Municipality of Central Elgin to the West and Municipality of Thames Centre to the north.

The Township has a population of approximately 9,000 people and includes the Village of Springfield. There are smaller settlement areas know as Hamlets that include: Avon, Copenhagen, Lyons, Mount Salem, Port Bruce, Mapleton, Kingsmills Corners, Summers Corners, Orwell and Calton.

The Township is comprised predominantly of a mix of rural agricultural and hamlet residential uses with a total land area of 39,507 hectares.

The Township of Malahide Organization Chart is attached.





| | |
|---|--|
| Section: A - General | Policy Number: A-1.2 |
| Subsection: Organizational Information | Effective Date: January 1, 2011 |
| Subject: Corporate Objectives/Goals | Revision Date: |
| | Page 1 of 1 |

A-1.2 CORPORATE OBJECTIVES/GOALS

Purpose:

To outline the purpose and objective of our organization.

Policy:

OBJECTIVES:

The Township of Malahide provides quality, innovative services and responsible leadership to both internal and external stakeholders.

The Township is committed to meeting the current and future needs of the ratepayers of the community by providing municipal services and programs in a professional manner.



| | |
|---|--|
| Section: A - General | Policy Number: A-1.3 |
| Subsection: Organizational Information | Effective Date: January 1, 2011 |
| Subject: Guiding Principles | Revision Date: |
| | Page 1 of 1 |

A-1.3 GUIDING PRINCIPLES

Purpose:

To establish guiding principles to ensure that all of our activities reflect our corporate philosophy.

Policy:

1. It is the goal of the Township to create and maintain an environment in which each person:
 - a. Takes responsibility for his or her own actions and performance
 - b. Contributes to the efforts of the team by offering help whenever it is needed, even if it means working outside the confines of their job description
 - c. Demonstrates integrity, respect and courtesy
 - d. Is committed to provide quality services and products.
2. The Township is committed to providing the structures and resources to enable the employees to meet the corporate philosophy. This includes listening and being open to the needs and ideas of all staff members. If employees have a concern, the Township encourages staff to discuss it with their Supervisor.



| | |
|---|--|
| Section: A - General | Policy Number: A-1.4 |
| Subsection: Organizational Information | Effective Date: January 1, 2011 |
| Subject: Employee Classifications | Revision Date: January 1, 2021 |
| | Page 1 of 3 |

A-1.4 EMPLOYEE CLASSIFICATIONS

Purpose:

To establish a classification system for employees of the Township of Malahide.

Policy:

- The Township of Malahide uses the following employee classifications:

Senior Management Team

Chief Administrative Officer/Clerk
 Director of Finance
 Director of Fire & Emergency Services
 Director of Public Works
 Director of Development Services

Management Staff

Roads and Construction Manager
 Water/Waste Water Operations Manager
 Chief Building Official
 Deputy Treasurer/Tax Collector
 District Fire Chief
 District Deputy Fire Chief

Supervisory Staff

CET/Drainage Superintendent
 Property Maintenance Supervisor
 Community Services Coordinator

General Staff

Deputy Clerk
 IT Specialist
 GIS Technician
 HR Manager
 Public Works Coordinator
 Development Services Coordinator
 Receptionist
 Building Attendants
 Part-time Office Support Staff



Unionized Staff

Foremen

Road Operators

Volunteer Staff

Firefighters

2. Employees engaged by the Township of Malahide shall be compensated based on the following categories:
 - a. Contract Employees
Contract employees are persons hired for a mutually agreed upon term in a position which is not likely to become part of the employer's continuing work force. Contract employees will not be involved in job progression and are subject to lay-off or termination in accordance with the requirements of the *Ontario Employment Standards Act*.
 - b. Employees on Probation
Probationary employees are persons hired for a minimum three month probationary period to determine their suitability for regular positions. The probationary period shall not exceed six (6) months or such longer period as may be mutually agreed to by the parties. Probationary employees are subject to pay-off or termination in accordance with the requirements of the *Ontario Employment Standards Act*. Upon completion of their probationary period, date of hire will be established as an employee's date of commencement of employment. Where, notwithstanding the above, in the opinion the Council or Chief Administrative Officer/Clerk, their ability to assess an employee is affected by periods of non-working time such as sickness, leave of absence, etc., the probationary period may be extended.
 - c. Regular Part-Time Employees
An employee who is employed regularly for less than the normal number of working hours, but on a fixed schedule
 - d. Seasonal Full-time Employees
An employee who is employed regularly for not more than seven (7) continuous months.
 - e. Regular Full-time Employees
Regular employees are persons who have completed their probationary period and are employed in positions considered as permanent at the time the probationary period is completed and whose length of employment is indefinite.
 - f. Casual



Casual employees are employees working scheduled or unscheduled hours, due to other employee absenteeism, holiday leave, and/or peak work periods (ie summers students).

g. Volunteer Firefighters

Volunteer staff are members of Malahide Fire Services and volunteer their time to the ratepayers of Malahide Township. The Township of Malahide compensates volunteers in accordance with an independent compensation program as approved periodically by the Council.



HUMAN RESOURCES POLICY

| | |
|------------------------|--|
| Section: | A - General |
| Subsection: | Organizational Information |
| Policy Title: | Employment Classifications and Organizational Structure |
| Policy No.: | A09-HRM-A-1.3 |
| Approved By: | Council |
| Effective Date: | (council approval date) |
| Revised Date: | (council approval date) |

A09-HRM-A-1.3 EMPLOYMENT CLASSIFICATIONS AND ORGANIZATIONAL STRUCTURE

1. Purpose

- 1.1 The purpose of this policy is to define employment classifications and the Township's organizational structure, to ensure consistent application, legal compliance, and clarity for all employees, volunteer firefighters, and council members.

2. Scope

- 2.1 This policy applies to all individuals engaged in work for the Township, including full-time, part-time, temporary, contract, and volunteer firefighters.
- 2.2 While Council members are not considered employees under employment legislation, their roles are included in this policy for reference purposes only, and any terms of office or remuneration are governed by separate by-laws.

3. Definitions

Employee: As defined by the Employment Standards Act (ESA), an employee includes,

- (a) a person, including an officer of a corporation, who performs work for an employer for wages,
- (b) a person who supplies services to an employer for wages,
- (c) a person who receives training from a person who is an employer, if the skill in which the person is being trained is a skill used by the employer's employees, or
- (d) a person who is a homeworker,

and includes a person who was an employee;

Fixed-Term Employment: refers to employment established for a specified period with a predetermined end date. These positions may include temporary or project-based roles. Renewal of fixed-term contracts is at the discretion of the Township.

Indefinite-Term Employment: Refers to ongoing employment without a specified end date. Most full-time and part-time Township positions are considered indefinite-term employment unless otherwise stated in the employment contract.

4. Employment Classifications

4.1 Full-Time Employees

- Employees who regularly work a standard full-time scheduled workweek (either 35 hours or 40 hours, depending on position).
- Eligible for all municipal benefits, including pension (OMERS) and leave entitlements.

4.2 Part-Time Employees

- Employees who work less than the full-time standard schedule (as noted in full-time classification).
- May be eligible for municipal benefits as determined by Township policy.
- Eligible for the option of a non-full-time employee pension plan through OMERS.

4.3 Casual Employees

- Employees who work on an as-needed basis, without a regular schedule or guaranteed hours.
- Not eligible for benefits beyond statutory minimums.
- Eligible for the option of a non-full-time employee pension plan through OMERS.

4.4 Contract Employees

- Individuals engaged under a specific contractual agreement for services.
- Benefits and entitlements are determined by the terms of the contract.
- Voluntary option for non-full-time employee pension plan through OMERS.

4.5 Students/Interns

- Individuals engaged in work or learning placements with the Township on a temporary basis, often through a co-operative education program, internship, or student employment initiative. These roles are intended to support skill development and practical experience.

Eligibility: May include high school, college, or university students, as well as recent graduates participating in structured work-integrated learning or government-funded employment programs.

Employment Status: May be considered employees under ESA, depending on the nature of the placement (e.g. paid vs unpaid, educational requirement vs. volunteer). Unpaid internships are only permitted in accordance with ESA exemptions, including when part of an approved post-secondary program. The Township will assess each placement in accordance with applicable legislation.

Compensation and Benefits: Compensation and eligibility for benefits, if any, are determined based on the terms of the placement agreement and Township policy. Most students and interns are not eligible for OMERS or municipal benefits unless otherwise specified.

Supervision and Support: Students and interns are assigned to a supervisor or mentor responsible for providing guidance, ensuring meaningful learning experiences, and evaluating performance where applicable.

4.6 Probationary Employees

- Newly hired employees serving an initial evaluation period, the duration as defined by Township policy and the employment contract.
- Subject to performance evaluations before attaining regular employment status.
- Eligibility for benefits may be limited or deferred until successful completion of the probationary period.

4.7 Volunteer Firefighters

- Individuals who provide fire and emergency response services on a voluntary, non-mandatory, on-call basis.
- Receive stipends or honorariums as per Township policy.
- Although not typically considered employees under employment legislation, volunteer firefighters may be deemed “workers” under the Occupational Health and Safety Act and the Workplace Safety and Insurance Act.

4.8 Council Members

- Individuals elected to municipal office, including Mayor and Deputy Mayor.
- Receive remuneration and allowances as per Township policy and bylaws.
- Not considered employees and do not qualify for standard employee benefits.
- May be covered by Council-approved provisions through policy/bylaws (e.g. travel reimbursement, allowances, etc.)

Exception:

4.9 Union Employees

- Refer to the current Collective Agreement for terms and conditions of employment and eligibility for benefits.

5. Organizational Structure: Levels, Divisions, Roles

The Township organizes its workforce by department divisions, job level, and roles to support a clear organizational structure and consistent expectations.

The Township's organizational structure is designed to support the efficient and accountable delivery of municipal services.

Divisions, job levels, and roles are established and maintained by the CAO to reflect evolving service demands, regulatory requirements, and strategic direction. While general job classifications are set out in this policy, the detailed organizational chart and associated role descriptions are operational tools, not policy instruments.

The CAO may amend these instruments administratively in accordance with applicable legislation and delegated authority.

See Appendix A: Organizational Chart

See Appendix B: Roles by Division

5.1 Divisions

Divisions within the Township are the primary organizational unit responsible for delivering a distinct group of municipal services. Divisions group together related functions, programs, and roles under a common leadership structure to ensure coordinated planning, service delivery, and accountability.

| Divisions | Definition |
|-------------------------------|--|
| Administrative Division | The Administrative Division offers strategic leadership and policy direction for the Township. Headed by the Chief Administrative Officer (CAO), it aligns Council's vision with operations, maintains organizational integrity, and promotes accountability across all departments. |
| Public Works Division | The Public Works Division oversees the Township's infrastructure and public spaces, including roads, bridges, drainage, water services, parks and recreation. It ensures the safe delivery of essential services, impacting public safety, environmental sustainability, and community quality of life. |
| Corporate Services Division | The Corporate Services Division ensures the smooth and legally compliant operation of the Township. It covers financial management, asset management, information technology, legislative services, and municipal records, playing a vital role in financial integrity, governance transparency, and efficient service delivery. |
| Development Services Division | The Development Services Division shapes the Township's future through planning, zoning, building, and economic development. It ensures land use and construction align with community goals and provincial laws, fostering sustainability |

| | |
|----------------------------|--|
| | and prosperity while preserving Malahide's unique identity: "A proud tradition and a bright future." |
| Emergency Service Division | The Emergency Services Division offers fire protection, emergency response, and public safety education. Comprising mainly of volunteer firefighters, it plays a vital role in safeguarding lives, property, and the environment while ensuring the Township is ready for emergencies. |

5.2 Job Levels

The Township's job levels provide the foundation for its performance management, development, succession planning and role design processes. These levels provide a strong framework from which the competency framework was developed.

Job levels define the scope of responsibility, decision-making authority, and required competencies for each level.

See Appendix C: Township of Malahide's Competency Framework for a detailed description of the competencies aligned with each of the levels as defined in the table below.

| Job Level | Definition |
|--|---|
| CAO / Director | Provide strategic leadership and direction for the organization, manage staff and teams, set priorities, develop policies, and ensure alignment with Council's goals. |
| Manager / Supervisor | Oversee departmental operations, manage staff and resources, develop and implement policies and procedures, and ensure effective service delivery. |
| Administrative / Technical / Operational | Perform specialized, administrative, or frontline tasks following established procedures, supporting programs, services, and organizational goals. |

6. Policy Administration and Review

6.1 Authority to Amend

In accordance with authority granted under the Municipal Act, 2001, including amendments made through Strong Mayors Powers, the Mayor may unilaterally propose or make changes to municipal organizational structures, staffing complement, and reporting relationships to support the effective delivery of municipal priorities.

The Chief Administrative Officer, under delegated authority from the Mayor, is authorized to amend this policy to reflect:

- Organizational structure adjustments (e.g. divisional changes, reporting relationships)
- Updates to job classifications, titles, or levels
- Administrative updates that do not alter the intent or scope of the policy

Such amendments do not require Council resolution when made in accordance with the Mayor's powers under the Act. A record of changes shall be maintained, and updates to the policy shall be communicated to relevant staff.

6.2 Administrative Instruments

The organizational chart (Appendix A), roles by division (Appendix B), and competency framework (Appendix C) are operational tools maintained by the CAO or their designate. These instruments are intended to support effective administration, talent management, and service delivery. These documents may be updated from time to time without Council approval, consistent with the CAO's authority under the Municipal Act, 2001, as modified by Part VI.1 (strong mayor powers) and Township delegations.

Updates to the appendices are considered administrative unless explicitly incorporated into the policy text.

7. References and Appendices

7.1 References

[Employment Standards Act, 2000](#)

[Ontario Human Rights Code](#)

[Municipal Act, 2001](#)

[Occupational Health & Safety Act](#)

[Workplace Safety & Insurance Act](#)

7.2 Appendices

Appendix A: Township of Malahide Organizational Chart

Appendix B: Township of Malahide Roles by Division

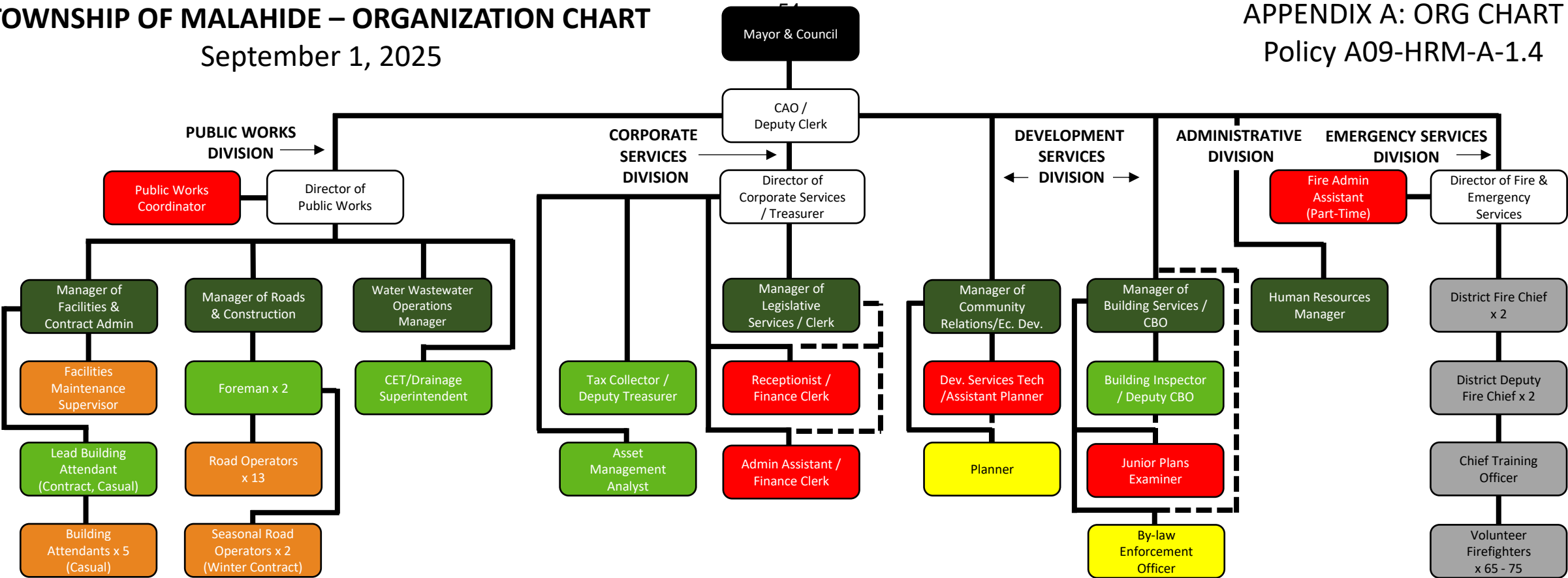
Appendix C: Township of Malahide Competencies Framework

TOWNSHIP OF MALAHIDE – ORGANIZATION CHART

September 1, 2025

APPENDIX A: ORG CHART

Policy A09-HRM-A-1.4



| LEGEND | | | |
|---------------------|--|------------------------|--|
| JOB LEVELS | | Reporting Relationship | |
| CAO/Directors | | Direct | |
| Managers | | Indirect | |
| Supervisors | | Consultation | |
| Administrative/Tech | | | |
| Operational | | | |
| Contractors | | | |
| Volunteers | | | |

Appendix B: Roles by Division

Administrative Division:

CAO Level:

- Chief Administrative Officer

Manager / Supervisor Level:

- Human Resources Manager

Public Works Division:

Director Level:

- Director of Public Works

Manager / Supervisor Level:

- Manager of Roads & Construction
- Manager of Facilities & Contract Administration (FCA Manager)
- Water/Wastewater Operations Manager
- CET/Drainage Superintendent
- Public Work Foreman (Union)
- Lead Building Attendant

Administrative / Tech Level:

- Public Works Coordinator

Operational Level:

- Building Attendants
- Facilities Maintenance Supervisor
- Public Works Road Operators (Union)
- Public Works Seasonal Road Operators (Union)

Corporate Services Division:

Director Level:

- Director of Corporate Services/Treasurer

Manager / Supervisor Level:

- Manager of Legislative Services/Clerk
- Tax Collector/Assistant Treasurer
- Asset Management Analyst

Administrative / Tech Level:

- Receptionist/Finance Clerk
- Administrative Assistant/Finance Clerk

Development Service Division:

Manager / Supervisor Level:

- Building Services Manager/Chief Building Official
- Manager of Community Relations & Economic Development (CRED Manager)
- Building Inspector/Deputy Chief Building Official

Administrative / Tech Level:

- Development Services Technician/Assistant Planner
- Junior Plans Examiner

Emergency Services Division:

Director Level:

- Director of Fire & Emergency Services

Manager / Supervisor Level:

- Fire District Chief
- Fire District Deputy Chief
- Fire Chief Training Officer

Administrative / Tech Level:

- Fire Administrative Assistant

Operational Level:

- Volunteer Firefighters

COMPETENCY FRAMEWORK

57

APPENDIX C
Policy A09-HRM-A-1.4

EMPLOYEE HANDBOOK 2025



Attitude

Skills

Knowledge



CORE COMPETENCIES

I = INTEGRITY
N = NEW IDEAS
S = SERVICE EXCELLENCE
P = PRODUCTIVITY
I = INTERPERSONAL COMMUNICATION
R = RISK AWARENESS
E = ENGAGEMENT

LEADERSHIP COMPETENCIES

P = PLAN
R = RESOURCE
I = INFLUENCE
M = MANAGE
E = EVALUATE



Township of Malahide
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www.malahide.ca

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INTRODUCTION

The **Competency Framework** is a foundation for aligning individual performance with the Township of Malahide's strategic goals and organizational values. It defines core competencies, knowledge, skills, and behaviours required for success across all roles, from senior management and operational staff to emergency response volunteers.

By clearly outlining expectations at each level, the framework promotes consistency in performance management, professional development, and succession planning. It also empowers employees to take ownership of their growth by identifying the competencies needed to excel in their current roles and preparing for future opportunities. Through this structured approach, the Township fosters a culture of accountability, continuous learning, and excellence in public service.

What is competency?

Competencies define the abilities, skills, knowledge, motivations, and traits needed for successful job performance. Most importantly, these elements are described in terms of observable, on-the-job behaviours.

Township Competencies

The Township of Malahide's competency model consists of three components:

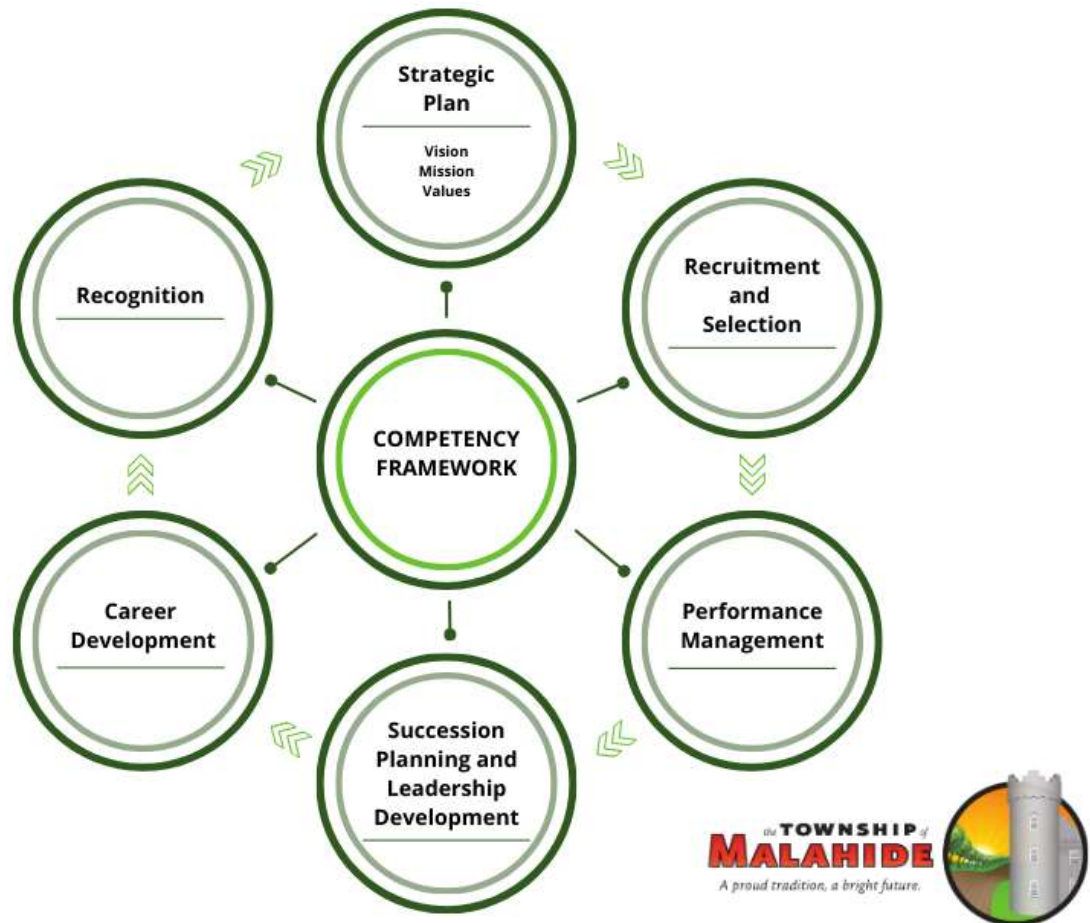
1. **Core Competencies:** essential for all employees, reflecting the organization's values and expected behaviours.
2. **Technical Competencies:** Job-specific knowledge and skills required for specialized tasks.
3. **Leadership Competencies:** Skills and attributes that are essential for managing teams, making decisions, and driving the organizational success of the Township's Strategic Plan.

At each level of the competency model, employees are expected to demonstrate the behaviours relevant to their current position as well as those associated with the levels below them. For example, if you hold a manager role, you should demonstrate the behaviours expected at the Manager level, as well as those at the Administrative/Tech and Operational levels.

Why a competency model for the Township of Malahide?

Competency models offer numerous benefits for both organizations and employees. By defining and organizing essential knowledge, skills, and behaviours required for success in specific roles and levels, this model facilitates effective talent management and supports the achievement of strategic objectives.

Figure 1: How Competencies Affect Various Human Resources Practices



Key Benefits of Competency Model

1. Strategic Plan, Vision, Mission, and Values:

- Brings organizational values to life by defining the behaviours and skills needed to support the mission and vision.
- Ensures consistency in how the Township moves towards its strategic goals.
- Fosters a shared understanding of what success looks like at all levels.

2. Improved Recruitment and Selection Processes:

- Clarifies job expectations, making it easier to identify the right candidates.
- Improves interview quality through behaviour-based questions tied to competencies.
- Increased objectivity in hiring decisions and helps to reduce bias.

3. Performance Management:

- Provides clear performance standards and behaviour indicators.
- Supports fair and consistent evaluations based on observable actions.
- Enables continuous feedback focused on coaching for improvement.

4. Better Succession Planning and Talent Pipeline:

- Identifies high-potential employees based on current and future competencies.
- Maps readiness for advancement and uncovers development gaps.
- Ensure continuity of leadership and critical skills in key roles.

5. Targeted Employee Development:

- Pinpoints specific growth areas for individuals and teams.
- Aligns learning and development initiatives with the Township's needs.
- Promotes self-awareness and ownership of career development.

6. Recognition:





- Defines what excellence looks like, making recognition more meaningful.
- Supports equitable recognition by linking rewards to consistent behaviours.
- Motivates staff through visibility of valued competencies in action.




In conclusion, this competency model provides numerous benefits that enhance the success of both the Township and its employees. By defining and organizing the essential competencies for various roles and functions, the model improves hiring processes, employee development, performance management, engagement, retention, succession planning, and overall organizational alignment. These advantages lead to improved organizational performance and a stronger, more adaptable workforce.

CORE COMPETENCIES

The Township's corporate values, ***being flexible and solution-oriented, partnering wherever it makes sense to get things done better, and taking a long-term view***, and the Township's slogan, ***a Proud Tradition and a Bright Future***, represent a strong framework from which the following competencies were created.

Figure 2: Core Competencies

| | | |
|---|---|---|
| I |  | I – INTEGRITY <i>Acting with honesty, accountability, and ethical standards.</i> <ul style="list-style-type: none"> • Acts with honesty, transparency, and professionalism, especially in difficult situations. • Accepts responsibility for outcomes, acknowledges mistakes, and learns from experience. • Adheres to policies and promotes fairness, equity, and public service values. • Builds trust by consistently doing what is right and exercising sound judgment. • Maintains confidentiality and handles sensitive information with discretion. |
| N |  | N – NEW IDEAS <i>Finding creative and effective solutions to improve services and address challenges.</i> <ul style="list-style-type: none"> • Identifies opportunities for improvement by challenging the status quo and suggesting alternatives. • Applies analysis and creative thinking to resolve problems and improve outcomes. • Encourages continuous improvement through feedback, experimentation, and innovation. • Collaborates to generate, test, and implement viable solutions. • Applies lessons learned from experience to inform future actions. |
| S |  | S – SERVICE EXCELLENCE <i>Delivering high-quality, resident-focused service.</i> <ul style="list-style-type: none"> • Demonstrates professionalism, responsiveness, and courtesy in all interactions. • Anticipates and adapts to stakeholders' needs with empathy and efficiency. • Follows service procedures and standards to ensure consistency and reliability. • Addresses service issues constructively and work toward timely resolution. • Strives for excellence by seeking feedback and applying service improvements. |
| P |  | P – PRODUCTIVITY <i>Managing time, tasks, and resources to deliver high-quality work efficiently and in alignment with organizational standards.</i> <ul style="list-style-type: none"> • Plans and prioritizes tasks to meet deadlines, maintain schedules, and deliver the full scope of duties. • Produces high-quality work with accuracy and attention to detail. • Continuously improves tools, workflows, and resource use to increase efficiency and reduce waste. • Manages workload and shifting priorities while sustaining quality and consistency. • Follows financial and procurement procedures to ensure cost-effective results in line with policy. |

| | | |
|---|--|--|
| I |  | <p>I – INTRAPERSONAL COMMUNICATION <i>Sharing information clearly, listening actively, and working collaboratively.</i></p> <ul style="list-style-type: none"> • Communicates respectfully and clearly, tailoring messages to the audience and situation. • Listens actively, asks clarifying questions, and considers different perspectives. • Maintains open and transparent communication within and across teams. • Resolves conflict constructively and promotes understanding in group settings. • Demonstrates emotional intelligence in managing responses and interactions. |
| R |  | <p>R – RISK AWARENESS <i>Promoting health, safety, and operational responsibility while anticipating and managing potential risks to services, projects, and organizational processes.</i></p> <ul style="list-style-type: none"> • Follows all safety procedures to protect personal and public well-being. • Identifies hazards and operational risks, taking appropriate action to prevent incidents or disruptions. • Analyzes vulnerabilities in procedures, systems, and plans to identify what could go wrong. • Plans for contingencies and develops alternative strategies to ensure continuity of operations. • Reinforces a culture of accountability and preparedness through responsible risk communication and modelling. |
| E |  | <p>E – ENGAGEMENT <i>Showing commitment, initiative, and pride in one's role.</i></p> <ul style="list-style-type: none"> • Participates actively in organizational initiatives and team efforts. • Demonstrates initiative by setting goals and pursuing professional development. • Acts as a positive role model through enthusiasm, professionalism, and pride in service. • Delivers on commitments and contributes consistently to team success. • Supports a respectful and inclusive workplace culture through collaboration and encouragement. |

APPENDIX 1 depicts the Township of Malahide's core competency model, which includes behaviour expectations for each competency, at each job level: CAO, Director, Manager/Supervisor, Administrative/Tech and Operational.

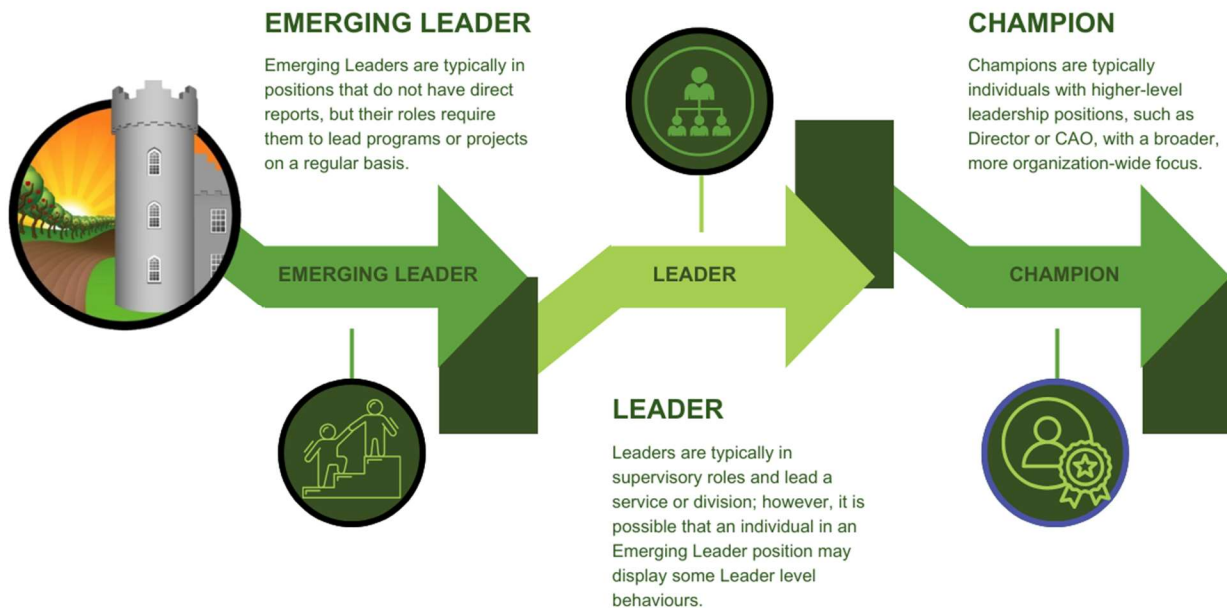
LEADERSHIP COMPETENCIES

Establishing leadership competencies promotes more effective leadership, as the expectations of the organization are clearly defined. Figure 4 presents the specific leadership competencies identified by the Township of Malahide as essential for success as a leader in the organization.

The Township of Malahide's leadership competencies are developed across a continuum of three levels: Emerging Leader, Leader, and Champion. Positions which are expected to function in a leadership capacity, by leading programs and/or people, are expected to demonstrate behaviours within a specific leadership competency level. Figure 3 illustrates the continuum and describes the types of positions that may fall within each level. It is important to note that many positions across the Township function in a leadership

capacity, even though they do not directly supervise other staff, making these competencies equally important for those roles.

Figure 3: Leadership Competency Model



Since the competencies exist on a continuum, it is possible for individuals to be performing at higher or even lower levels for certain competencies, with the understanding that they will eventually meet or exceed the behavioural expectations for their position. For example, an employee who has recently moved into a new supervisor role is now expected to demonstrate the behaviours within the Leader level of each competency. Since they are new to a supervisory role, however, they may only be demonstrating the Emerging Leader behaviours for “Plan” but exhibit the Leader level behaviours for “Resource”. Along the same lines, someone who is expected to be exhibiting the Emerging Leader behaviours may actually be performing at the Leader level in one or more of the leadership competencies.

LEADERSHIP COMPETENCIES

Figure 4: Leadership Competencies

| | |
|----------|---|
| P | P – PLAN <i>Setting direction, strategy, and long-term alignment with Council priorities</i> <ul style="list-style-type: none"> • Translates Council's strategic direction into clear departmental priorities and objectives. • Develops actionable implementation plans that advance strategic objectives. • Uses foresight to assess emerging trends, risks, and opportunities that could impact municipal priorities. |
| R | R – RESOURCE <i>Managing financial, physical, and contractual assets to support strategic outcomes.</i> <ul style="list-style-type: none"> • Leads multi-year budgeting processes that support long-term service delivery. • Oversees procurement and contracting to ensure transparency, compliance, and value. • Aligns infrastructure, staffing, and funding with evolving organizational needs and priorities. |
| I | I – INFLUENCE <i>Leading through relationships, diplomacy, and strategic engagement.</i> <ul style="list-style-type: none"> • Build and maintain Council and stakeholder trust through responsive, principled leadership. • Navigates politically sensitive or multi-stakeholder environments with tact and diplomacy. • Promotes intergovernmental collaboration and strategic partnerships to advance shared goals. |
| M | M – MANAGE <i>Directing people, structures, and operations to enable high performance.</i> <ul style="list-style-type: none"> • Establish clear accountability systems and align team performance with organizational goals. • Builds internal leadership capacity through targeted coaching and succession planning. • Leads organizational change by aligning people, processes, and priorities for effective execution. |
| E | E – EVALUATE <i>Monitoring performance, driving improvement, and adaptation with evidence.</i> <ul style="list-style-type: none"> • Defines performance indicators to evaluate programs and initiatives against strategic outcomes. • Uses data and feedback loops to assess and improve service delivery continuously. • Champions a learning culture by applying lessons learned to future planning and innovation. |

APPENDIX 2 depicts the Township of Malahide's core leadership competency model, which includes behaviour expectations for each competency, at each leadership level: Emerging Leader, Leader, and Champion.

APPENDIX 1: CORE COMPETENCY MODEL FOR THE TOWNSHIP OF MALAHIDE

I - INTEGRITY

Acting with honesty, accountability, and ethical standards.



- Acts with honesty, transparency, and professionalism, especially in difficult situations.
- Accepts responsibility for outcomes, acknowledges mistakes, and learns from experience.
- Adheres to policies and promotes fairness, equity, and public service values.
- Builds trust by consistently doing what is right and exercising sound judgment.
- Maintains confidentiality and handles sensitive information with discretion.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|--|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Demonstrates exceptional integrity under pressure and sets an example for others. • Consistently demonstrates accountability and promotes a learning culture. • Advocates for equity and serves as a champion of public service values. • Role model for principled leadership; frequently sought for ethical guidance. • Trusted with highly sensitive matters and consistently exercises excellent judgment. |
| MANAGER & SUPERVISOR | <ul style="list-style-type: none"> • Consistently models honest and transparent behavior, even when difficult. • Proactively takes responsibility and helps others reflect on outcomes. • Consistently promotes fairness and leads by example in applying policies. • Demonstrates strong, values-based judgment and earns peer trust. • Demonstrates discretion in complex or high-trust situations. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Communicates honestly and professionally on a regular basis. • Owns mistakes and applies learning to improve future actions. • Follows policies and supports equity in decision-making. • Makes ethical and sound decisions in routine matters. • Consistently respects confidentiality and sensitive matters. |

N – NEW IDEAS



Introducing and applying creative ways to improve services and solve problems.

- Identifies opportunities for improvement by challenging the status quo and suggesting alternatives.
- Applies analysis and creative thinking to resolve problems and improve outcomes.
- Encourages continuous improvement through feedback, experimentation, and innovation.
- Collaborates to generate, test, and implement viable solutions.
- Applies lessons learned from experience to inform future actions.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|--|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Consistently challenges the status quo and initiates transformative ideas. • Anticipates challenges and solves them with innovative, high-impact solutions. • Leads continuous improvement efforts and fosters a learning culture. • Leads collaborative innovation across departments or groups. • Institutionalizes learning by sharing lessons and improving systems or policies. |
| MANAGER / SUPERVISOR | <ul style="list-style-type: none"> • Proactively identifies impactful opportunities and engages others. • Resolves complex problems using insight, structure, and creativity. • Actively encourages a mindset of experimentation and improvement. • Builds synergy in teams to generate and implement practical solutions. • Applies past insights to proactively prevent repeat issues. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Identifies opportunities for incremental improvement and shares them. • Applies appropriate analysis and creativity to routine problems. • Open to feedback and applies suggestions for improvement. • Collaborates effectively to explore and test solutions. • Learns from experience and adjusts accordingly. |

S – SERVICE EXCELLENCE



Delivering high-quality, resident-focused service.

- Demonstrates professionalism, responsiveness, and courtesy in all interactions.
- Anticipates and adapts to stakeholder needs with empathy and efficiency.
- Follows service procedures and standards to ensure consistency and reliability.
- Addresses service issues constructively and works toward timely resolution.
- Strives for excellence by seeking feedback and applying service improvements.
- Aligned with Policy A09-CORP-002 Customer Service Policy

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|--|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Sets the standard for service excellence through consistently exemplary conduct. • Proactively tailors services with exceptional empathy and insight into stakeholder concerns. • Elevates service quality by refining or improving standard procedures. • Resolves complex issues quickly, constructively, and with lasting impact. • Creates feedback loops and continuously improves service based on insights. |
| MANAGER / SUPERVISORS | <ul style="list-style-type: none"> • Consistently responds with professionalism and courtesy, even under pressure. • Anticipates needs and adjusts approach to meet or exceed expectations. • Ensures compliance and supports others in maintaining standards. • Handles difficult situations constructively and diplomatically. • Seeks feedback actively and integrates it into regular improvements. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Demonstrates professional and respectful behavior in most situations. • Understands and responds to stakeholder needs in a timely and respectful manner. • Consistently applies established procedures and standards. • Resolves routine service issues effectively and respectfully. • Welcomes feedback and uses it to improve service delivery. |

P – PRODUCTIVITY

Managing time, tasks, and resources to deliver high-quality work efficiently and in alignment with organizational standards.



- Plans and prioritizes tasks to meet deadlines, maintain schedules, and deliver the full scope of duties.
- Produces high-quality work with accuracy and attention to detail.
- Continuously improves tools, workflows, and resource use to increase efficiency and reduce waste.
- Manages workload and shifting priorities while sustaining quality and consistency.
- Follows financial and procurement procedures to ensure cost-effective results in line with policy.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|---|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Coordinates complex priorities and consistently delivers strategic outcomes. • Work is exemplary in quality, even in high-pressure situations. • Leads initiatives to refine workflows, adopt better tools, and maximize efficiency. • Thrives in dynamic environments; consistently balances priorities. • Demonstrates leadership in budget stewardship and procurement excellence. |
| MANAGER / SUPERVISOR | <ul style="list-style-type: none"> • Plans proactively and delivers full scope of work ahead of schedule. • Consistently delivers precise and polished outcomes. • Improves processes and optimizes resource use for better results. • Maintains strong performance despite shifting demands. • Applies cost-conscious approaches and seeks value for money. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Sets priorities and manages time effectively to meet expectations. • Produces accurate and reliable work with minimal oversight. • Maintains effective use of tools and resources in daily tasks. • Adapts to shifting priorities while delivering consistent work. • Adheres to financial and procurement rules to support operations. |

I – INTRAPERSONAL COMMUNICATION

Sharing information clearly, listening actively, and working collaboratively.



- Communicates respectfully and clearly, tailoring messages to the audience and situation.
- Listens actively, asks clarifying questions, and considers different perspectives.
- Maintains open and transparent communication within and across teams.
- Resolves conflict constructively and promotes understanding in group settings.
- Demonstrates emotional intelligence in managing responses and interactions.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|---|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Communicates with exceptional clarity and professionalism across all contexts. • Demonstrates model active listening and fosters inclusive dialogue. • Promotes a culture of transparency and seamless communication. • Leads conflict resolution effectively, strengthening team cohesion. • Exhibits high emotional intelligence and empathy in all interactions. |
| MANAGER / SUPERVISOR | <ul style="list-style-type: none"> • Tailors communication thoughtfully for different audiences and circumstances. • Engages deeply, encourages input, and considers diverse perspectives. • Proactively ensures others are informed and aligned. • Demonstrates skill in de-escalating and resolving conflict constructively. • Adapts tone and behavior effectively to different interpersonal dynamics. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Communicates effectively and respectfully on a consistent basis. • Listens attentively and seeks clarification when needed. • Communicates openly and shares necessary updates with teams. • Helps resolve conflict calmly and fairly when it arises. • Consistently demonstrates composure and awareness. |

R – RISK AWARENESS

Promoting health, safety, and operational responsibility.



- Follows all safety procedures to protect personal and public well-being.
- Identifies hazards and operational risks, taking appropriate action to prevent incidents or disruptions.
- Analyzes vulnerabilities in procedures, systems, and plans to identify what could go wrong.
- Plans for contingencies and develops alternative strategies to ensure continuity of operations.
- Reinforces a culture of accountability and preparedness through responsible risk communication and modelling.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|-------------------------------------|--|
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Models exceptional compliance and actively encourages a culture of safety. • Anticipates and mitigates complex risks, offering strategic solutions. • Conducts in-depth risk analysis to prevent and prepare for critical failures. • Integrates proactive contingency planning into all major initiatives. • Champions a culture of readiness, responsibility, and proactive risk leadership. |
| MANAGER / SUPERVISOR | <ul style="list-style-type: none"> • Follows procedures carefully and reinforces them with others. • Proactively addresses potential risks across services or operations. • Evaluates operational and procedural risks systematically. • Regularly plans for multiple outcomes and maintains backup options. • Promotes preparedness by sharing lessons learned and risk awareness. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Consistently adheres to safety rules and procedures. • Identifies and mitigates common risks in work environments. • Recognizes key vulnerabilities and takes reasonable precautions. • Prepares basic contingency plans when risks are identified. • Communicates risks clearly and fosters accountability. |

E – ENGAGEMENT

Embracing dedication, initiative, and proudly fulfilling one's role.



- Participates actively in organizational initiatives and team efforts.
- Demonstrates initiative by setting goals and pursuing professional development.
- Acts as a positive role model through enthusiasm, professionalism, and pride in service.
- Delivers on commitments and contributes consistently to team success.
- Supports a respectful and inclusive workplace culture through collaboration and encouragement.

| LEVEL | BEHAVIOURAL EXPECTATIONS |
|--|---|
| General Expectations across all Roles: <ul style="list-style-type: none"> • Attend and contribute to team meetings, come prepared to listen, share, and support. • Participate with purpose: bring positive energy, share practical ideas, and be open to collaboration and input. • Engage constructively with challenges: when issues arise, focus on solutions and ask, “What can we do about this?” • Foster a team-first culture by checking in on colleagues during the week, offering help, and recognizing shared goals. • Celebrate successes and be honest about struggles – opening up builds trust and creates space for shared problem solving. • Encourage and welcome feedback from residents and the public – act on it as a way to improve and reconnect with our purpose. • Model enthusiasm for teamwork by suggesting or participating in team-building activities that support connection and morale. | |
| CAO & DIRECTOR | <ul style="list-style-type: none"> • Takes a leadership role in driving team or organizational success. • Drives continuous improvement through ambitious goals and lifelong learning. • Highly respected role model with sustained positivity and service pride. • Known for exceptional reliability and team-oriented leadership. • Actively builds a welcoming, inclusive, and high-performing workplace culture. |
| MANAGER / SUPERVISOR | <ul style="list-style-type: none"> • Actively engages in initiatives and encourages others. • Pursues challenging goals and takes ownership of development. • Inspires colleagues through enthusiasm and a strong work ethic. • Frequently goes above expectations to support the team. • Promotes collaboration and supports inclusive practices. |
| ADMINISTRATIVE / TECH & OPERATIONAL | <ul style="list-style-type: none"> • Contributes steadily and supports team initiatives. • Sets goals and engages in learning or growth activities. • Shows consistent positivity and professional conduct. • Fulfills duties reliably and contributes to team objectives. • Treats others with respect and values different perspectives. |

APPENDIX 2: CORE LEADERSHIP COMPETENCY MODEL FOR THE TOWNSHIP OF MALAHIDE

P.R.I.M.E. Leadership competency framework by leadership level – *Emerging Leader, Leader, and Champion.*

| COMPETENCY | EMERGING LEADER | LEADER | CHAMPION |
|---------------|---|---|--|
| P - PLAN | <ul style="list-style-type: none"> Departmental priorities generally reflect Council's direction. Key initiatives have defined timelines and responsibilities. Occasionally integrates external factors into planning. | <ul style="list-style-type: none"> Priorities are clear, timely, and well-aligned with Council/community outcomes. Implementation is well-phased with milestones and coordination. Regularly assesses external trends and integrates them proactively. | <ul style="list-style-type: none"> Priorities are communicated, measured, and consistently support evolving Council/community goals. Action plans are detailed, integrated across teams, and actively monitored for results. Anticipates, plans for, and communicates future risks and opportunities. |
| R - RESOURCE | <ul style="list-style-type: none"> Multi-year planning occurs but with weak links to outcomes. Procurement is compliant and generally transparent. Some planning links staffing/funding to future needs. | <ul style="list-style-type: none"> Budgets reflect long-term thinking and support key services. Processes are efficient, policy-aligned, and risk-conscious. Resources are allocated based on emerging needs and performance. | <ul style="list-style-type: none"> Financial plans are proactive, integrated, and support sustained service growth. Demonstrates excellence in value-driven, ethical, and innovative procurement. Fully anticipates, justifies, and aligns all resources with strategic intent. |
| I - INFLUENCE | <ul style="list-style-type: none"> Demonstrates basic professionalism and credibility. Consistently maintains composure and general diplomacy. Maintains some productive collaborations | <ul style="list-style-type: none"> Maintains strong, respectful relations and trust over time. Effectively builds consensus and handles conflict constructively. Builds intentional partnerships to support objectives. | <ul style="list-style-type: none"> Seen as a reliable, respected leader across stakeholder groups. Highly skilled at navigating competing interests to achieve alignment. Acts as a strategic convener across jurisdictions and sectors. |
| M - MANAGE | <ul style="list-style-type: none"> Team members understand roles and follow-up is consistent. Some team members receive coaching or mentorship. Supports change but with limited strategic alignment. | <ul style="list-style-type: none"> Responsibilities and accountability are clearly established and generally met. Coaching and capacity-building are ongoing and intentional. Leads change efforts with consistent stakeholder alignment. | <ul style="list-style-type: none"> Accountability is embedded, transparent, and fully aligned with strategic goals. Leadership development is proactive, structured, and future-focused. Effectively orchestrates organizational change with minimal disruption and clear results |
| E - EVALUATE | <ul style="list-style-type: none"> Key programs have basic indicators in place. Feedback is used consistently to adjust practices. Teams reflect and apply learning consistently. | <ul style="list-style-type: none"> Most major services have useful, tracked indicators. Performance data informs ongoing improvement. Learning is captured and reused with intention. | <ul style="list-style-type: none"> Indicators are well-defined, used consistently, and drive decision-making. Data and feedback are integrated into a robust learning and performance cycle. Learning is captured and reused with intention. |

Competency Development & Training

Competency development is supported through formal training, mentorship, job shadowing, and performance feedback. Each role level has access to relevant development tools aligned with the competencies expected at their level.

- **Training Programs** – Tailored learning paths by role and competency level.
- **Mentorship & Coaching** – Opportunities for knowledge transfer and leadership development.
- **Competency Development Plan** – individual development plans (IDPs) aligned with career aspirations and organizational goals.
- **Performance Assessments** – Regular evaluations aligned with competencies.

Performance Expectations & Evaluations

Performance evaluations are based on how well individuals demonstrate organizational and role-specific competencies. The evaluation process includes self-assessment, manager feedback, and development planning.

- **Competency-Based Reviews** – Evaluating performance based on defined competencies.
- **SMART Goal Setting** – Establishing measurable and time-bound performance objectives.
- **Addressing Performance Gaps** – Providing resources to bridge gaps and enhance skills.

Compliance & Legal Considerations

Employees and volunteers are expected to comply with all applicable laws, organizational policies, and codes of conduct. Training in key compliance areas such as Health and Safety, Accessibility for Ontarians with Disabilities Act, and Respect in the Workplace is mandatory.

- **Workplace Policies & Procedures** – Adherence to organizational policies and guidelines.
- **Health & Safety Regulations** – Compliance with occupational health and safety legislation.
- **Code of Conduct & Ethics** – Maintaining professional standards and ethical behaviour.

Resources

The following is a list of applicable tools and resources to assist in identifying competencies, identifying emerging leaders for succession development.

- **Competency Assessment Tools**
- **Training & Development Resources**
 - Course catalogue for mandatory and optional training
- **Policy References**

Reminder:**Complete Our Member Survey**

Help shape the work we do in 10 minutes.

[Click Here](#)


September 04, 2025

In This Issue:

- AMO is accepting applications for Director of Policy and Government Relations.
- Ontario Community Environment Fund: Apply by September 24.
- Trade-Impacted Communities Program.
- Rural Ontario Development Program opens for applications.
- Applications open for 2025 Cyber Security Cooperation program.
- AMO Trade and Tariff Forum – October 24: Building Ontario's Economic Resilience.
- Registration for AMO's Second Annual Healthy Democracy Forum is open.
- Upgrade your lights before they become obsolete.
- Blog: Reflecting on my Time at AMO/LAS.
- Ontario Professional Planners Institute launches Employer Readiness Course.
- Limited time Offer: Free RETScreen® Expert Trial and Support.
- AdvantAge Municipal Councillors webinar: The Current LTC Environment.

AMO Matters

AMO is now accepting applications for the [Director of Policy and Government Relations](#) role at the Association of Municipalities of Ontario. Closing Date: September 12, 2025.

Provincial Matters

The Ontario government is providing almost \$3 million through the [Ontario Community Environment Fund](#) to support community-based projects that support and restore the environment.

The Ministry of Economic Development, Job Creation and Trade is [accepting applications for project funding](#) that responds to US trade disruption.

The Ministry of Rural Affairs is accepting applications to the modernized [Rural Ontario Development](#) (ROD) Program. Applications are being accepted through four intakes with the first open from June 24 – September 24, 2025.

Federal Matters

The Government of Canada is offering up to \$10.3 million to support initiatives enhancing cyber resilience including innovation, knowledge sharing, and capacity building. [Applications are open](#) until September 25.

Education Opportunities

AMO is holding a forum for its members, key stakeholders and partners to provide a reliable assessment of tariff and trade disruptions and their impact on Ontario municipalities and business sector. Forum discussion and content will include identifying measures to address and mitigate these impacts. This future facing event is an opportunity to build new alliances and relationships across impacted sectors in support of strong and effective economic advocacy. [Register here](#).

We are pleased to be hosting the second annual AMO Healthy Democracy Forum October 18-19 at the [Westin Harbour Castle Hotel](#) in Toronto. This year's discussions will focus on strategies to encourage and increase voter turn out, candidate attraction and retention as well as promoting civility and confronting harassment in Ontario's municipalities. For more information and to register [click here](#).

LAS

Starting January 1, 2026 mercury containing lights will be prohibited. Be sure to include a [Facility Lighting upgrade](#) in your 2026 budget so you can keep your spaces lit. [Contact Christian](#) to learn how LAS can help.

Our Business Development Intern, Carter Gillies, summarized in a blog his experience working at AMO/LAS from May to August. [Read the article here](#).

Municipal Wire*

Looking for tools to support and invest in new hires? Register for OPPI's [Employer Readiness course](#). It includes an AMO supported employer handbook exploring HR best practices for retention and long-term success.

NRCan's RETScreen Division is offering a [free one-year trial licence](#) to new users who would like to download &/or link to EnergyStar Portfolio Manager (ESPM) data. Email retscreen@nrcan-rncan.gc.ca to subscribe. PLUS, for a limited time, free technical support for connecting RETScreen to ESPM is available by emailing Stephen Dixon at sdixon@knowenergy.com.

This [free AdvantAge webinar](#) on October 14 from 1-2pm will share insights related to long-term care governance and compliance for municipal councillors and their staff.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

News from the AMMA

September - October 2025



Exhibit Open House

Please join us for an afternoon celebrating our current featured exhibit, *From Farm to Factory: The Major Industries of Aylmer and Malahide*.

This exhibit explores the histories of the Aylmer Canning Company, Carnation Milk, and Imperial Tobacco, and the impact these companies had on our local community and economy.

We'll be hosting the open house at 14 East Street in Aylmer on Saturday, September 20th, between 1 and 4 pm. Stop by to grab some refreshments, enter to win a free door prize, and learn about the major employers of our community's past. We hope to see you there!



Hours:

Saturday, August 20
1 to 4 pm



Location:

14 East Street,
Aylmer

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Supporters • Pages 7-10

Oh! Oh! The Works of Ron Allen

Exhibit Closure

Thank you to everyone who attended our exhibit *Oh! Oh! The Works of Ron Allen*! The exhibit was a huge success, with over 350 visitors attending! We received over \$250 in donations and were also able to sell a total of 59 of the books that Ron donated to the museum, raising an additional \$590 to go towards the museum. A special thank you to Ron for his assistance with exhibit and for helping make it such a success! We couldn't have done it without you, Ron!

The exhibition featured over forty years of artwork created by Ron Allen. Since 1982, Ron has been the featured editorial cartoonist published in the weekly *Aylmer Express* newspaper, documenting local events through his signature wit and mastery of his medium.

The exhibit featured 80 of Ron's cartoons, including the cartoon that caught the eye of the *Aylmer Express*, his first cartoon published in the *Aylmer Express*, and highlights from his four decades of work as the cartoonist for the weekly newspaper!



Photograph courtesy of Linda Charlton

Car Show

October 4, 2025

We're excited to announce that we'll be hosting our 4th annual car show on Saturday, October 4th, from 9 am to 2 pm at the Saxonia Hall! We'll also be hosting a BBQ fundraiser at the event. Proceeds from the car registration and BBQ will benefit the museum! Please note the event will be cancelled if there is inclement weather - check our website and social media for updates!



Saturday, October 4

Registration: 8 am to 9 am
Show: 9 am to 2 pm



Registration

Price per car: \$10



Saxonia Hall

German Canadian Club
522 Talbot St. W.
Aylmer, ON
N5H 2T8



BBQ Sales

Hot dogs, sausages,
chips, and drinks
available!

OLD AND CLASSIC CAR SHOW

Benefiting the Aylmer-Malahide Museum & Archives



BBQ
Door Prizes
50/50 Draw
Prizes Awarded

Car Show Held at the
SAXONIA HALL
October **4th** 2025

DEPENDENT ON WEATHER
522 TALBOT ST. W., AYLMER
Registration 8-9 am • \$10 a car
Show 9 am - 2 pm

BARBECUE FUNDRAISER
Cash and card accepted

WWW.AYLMERMUSEUM.CA/EVENTS

BBQ Fundraiser

80

September 21, 2025

We're pleased to announce that we'll be hosting a BBQ fundraiser on September 21, 2025, as part of the Aylmer and Area Heritage Festival's Family Picnic. Come on out to the Aylmer Fairgrounds from 12 to 2 pm. This event is kindly sponsored by Miller's Your Independent Grocer.



Date & Hours:

September 21, 2025
12 to 2 pm



Location:

Aylmer Fairgrounds
139 Pine St. E., Aylmer



From Farm to Factory Exhibit Preview

The Aylmer Canning and Evaporating Company was registered as a joint stock company on June 16, 1881. The company purchased over an acre of land from Yorke for \$625. By July 1, 1881, four buildings had been erected at the corner of South Street and Fourth Avenue, the machinery was installed, and the canning was in operation. The factory included a tin shop, a canning house, a produce house, and an evaporating house.

At the annual meeting of the Canadian Cannery Association in 1903, 30 factories amalgamated to form the Canadian Cannery Limited. The new company had a capital of two and a half million dollars and controlled 90% of the canning companies in Canada.

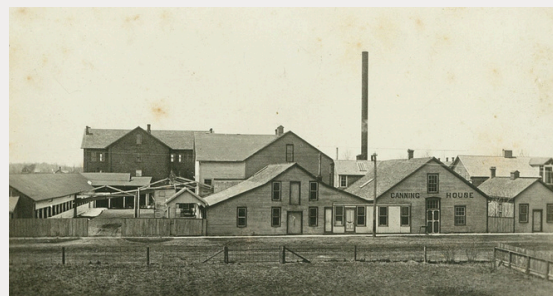
In 1907, Canadian Cannery Limited purchased 50% of the stock of the Aylmer Condensed Milk Co. In 1909, Canadian Cannery Ltd. acquired the Aylmer Condensed Milk Co., including it under their company.

In 1910, further changes to the company structure occurred with 60 companies merging and incorporating under the name Dominion Cannery Ltd. In 1912, Dominion Cannery bought land from Harriet McNally west of Myrtle Street in Aylmer, and the company built a new \$120,000 brick plant, described as the largest of its kind in Canada. Construction began on July 22, 1912.

By the 1950s, the original canning factories began to close. Many of them were small and only operated seasonally. They were no longer economically viable and there was no longer a need to have them constructed in close proximity to farms with the evolution of motor transport. In 1956, the California Packing Corporation (later known as Del Monte Corporation), obtained the controlling interest in Canadian Cannery Limited.

In 1959, after nearly 80 years of canning in Aylmer, operations at the Aylmer Plant ceased. The plant continued to be used for the storage of olives and beans until 1962 when the doors were locked for good. In 1968, St. Pierre Construction purchased and demolished the building.

To learn more about the history of the Aylmer Canning Company and the history of industry in Aylmer and Malahide, visit our current exhibit, *From Farm to Factory*.



Photograph of the first location of the Aylmer Canning and Evaporating Co. Photograph taken by Clarke Studios in 1898.



Photograph of the Dominion Cannery factory constructed in 1912. Photograph published in the Industrial and Farming Number of the Aylmer Express published in 1914.

Service and Sacrifice Exhibit⁸¹

Exhibited at the Aylmer Legion

In celebration of this year's Legion Week, the museum is pleased to present *Service and Sacrifice: The History of the Aylmer Legion and the Local Impact of War*. This display will be displayed at The Royal Canadian Legion Colonel Talbot Branch No. 81, 211 John Street North, Aylmer.

The exhibit will explore the history and community impact of Branch 81 of the Royal Canadian Legion. Since its founding in 1926, the Aylmer Legion has served as a place of remembrance, support, and community service. The display will also explore the profound impact that global conflicts had on our community.

The exhibit will be accessible through the rear entrance of the Legion, in the pool room.

Join us to commemorate our veterans and the Legion's compassionate contributions to our town and township.



Hours:

September 15 to 21, 2025
Legion's regular business hours



Location:

211 John St. N.,
Aylmer



Then and Now

Imperial Tobacco

Photograph of Imperial Leaf Tobacco taken in October of 1946. The building now serves as the Elgin Innovation Centre housing many businesses.

In 1945 Imperial Tobacco Canada constructed a plant on the west side of John St. N. in Aylmer, opening in October of 1946. The facility comprised 55 acres, and could store up to 110 million tons of tobacco. The plant was one of the largest employers in Aylmer and at its peak employed almost 600 employees.

In 1971 Imperial Tobacco consolidated their Delhi facility with the Aylmer plant as the Aylmer plant was larger and more functional. The Aylmer plant was expanded to accommodate the consolidation, almost doubling its warm storage and receiving capacities. In 2005 Imperial Tobacco restructured and moved of its tobacco production operations to Mexico. In 2007, after more than 60 years of operation, Imperial Tobacco closed the Aylmer facility.

The building now serves as the Elgin Innovation Centre.



New Acquisitions

July - August 2025

We've had a busy summer with our summer students assisting us with processing new acquisitions! At our acquisition meetings in July and August we accepted 765 artifacts from 17 donors into our collection. One notable donation included a variety of tokens from D.W. Henry's store in Springfield.

A special thank you to Acquisition Committee members Pat White, Kelly Pearson, Deb Addley, Jim McCallum, and Allan Cross for their assistance and expertise every month!



From Our Archives 100 Years Ago

Photograph of a boys baseball team taken ca. 1925. Their uniform shirts and hats feature a logo with "AC" and in front are three bats with "Clerks" on them.

Information at the time of donation indicates, "picture of Aylmer Clerk's Softball team which Frank Butcher organized, won 31 games and last four in season 1924-1925."

New Building Updates

Without the structural plans or blueprints for our new location, it was necessary for our engineering firm to perform destructive testing to determine the building's structure. Rimkus Consulting performed these tests in April, and we received the resulting report on May 8, 2025.

While Hamilton Ward and Cathers utilized the building strictly as office space, the displays we plan to mount on the main floor and our extensive collections to be kept on the second floor will be extremely heavy. As opposed to office space, our plans for this building require its structure to be able to support a much-increased weight load. The museum currently contains tens of thousands of artifacts, which vary drastically in size and weight. Rimkus is taking the increased weight load into account when evaluating the structure of the building.

Rimkus evaluated each level individually. The structure supporting the second floor was found to be in good condition, though the proposed increase in the weight load requires that we add some reinforcements to the structure. The structural components in the basement, supporting the main floor, are in extremely poor condition. The wood and steel framing in the basement is deteriorated, and as it stands, does not comply with the Ontario Building Code. Additional framing was added to supplement some of the deterioration, but those additions were not safely installed.

With the above information in place, Rimkus is able to draft a finalized plan for our renovation. What we will be able to do with the building will be limited by the building's framing and structure. Rimkus will be able to advise us on what structural reinforcements are necessary to move forward and how much of our desired build will be feasible. As of September 2025, Rimkus' architects and engineers are hard at work on that set of plans for our review and approval. We're currently making incremental payments for Rimkus' assistance with Phase One, which cost \$59,800.

The Relocation Fund currently contains \$223,374.09. Phase One will cost us \$59,800.

Upcoming⁸³ Events



From Farm to Factory

An exhibit that explores the history of industry in Aylmer and Malahide. On display at our 14 East St. location Monday-Friday from 10 am to 5 pm until November 28.



Legion Week Display

Stop by the Aylmer Legion during Legion Week (September 15 to 21) to view our display *Service and Sacrifice: The History of the Aylmer Legion and the Local Impact of War*.



Exhibit Open House

Join us on Saturday, September 20 from 1 to 4 pm for a free exhibit open house for our current exhibit *From Field to Factory*.



Car Show

Save the date for our 4th annual car show on Saturday, October 4 at the Saxonia Hall! Join us for the car show, BBQ, and 50/50 draw!



BBQ Fundraiser

Join us for a BBQ fundraiser at the Aylmer Fairgrounds on September 21 from 12 to 2 pm.



Tour of Homes

Save the date for our 21st Annual Christmas Tour of Homes! The tour will take place November 14 to 16.



Like us on Facebook:

facebook.com/AylmerMalahideMuseumArchives



Follow us on Instagram:

instagram.com/aylmermuseum

Volunteer Updates

by Sarah Bentley, Interim Volunteer Coordinator

Thank you to the volunteers who assisted us during our exhibit *Oh! Oh! The Works of Ron Allen*. We were so grateful to have the assistance of Jeanette Pesall, Kelly Pearson, Janet McLeod, Shirley Fallowfield, Linda Chartlon, Marie Nelson, Ron Sawyer, and Ferne Taggart.

Director James McCallum is still hard at work on digitizing our archives! He currently has 9,654 database records to his name. Thank you, Jim!

Cathy Kasza and Bozena Boadway have been assisting us with repackaging artifacts to ensure they'll be safe for decades to come. Thank you both!

Thank you to the volunteers who assisted us supervising our booth at the Aylmer Fair! We were grateful to have the help of Betty Segui, Edie Vindasius, Cathy Kasza, Brigitte Fedorowich, Betty Pickard, Lynda Shelly, and Ron and Colleen Sawyer.

The Tour of Homes Committee has been working diligently planning our 2025 tour. Anyone interested in volunteering in a home is encouraged to reach out to us so we can add you to the list of volunteers!

As always, thank you so much to the volunteers who assist us at Jackpot Time Gaming Entertainment! Thank you to Edie Vindasius, Betty Segui, Jeanette Pesall, Larry Jeffery, John Bardwell, Cathy Kasza, Sophie Lindert, and Roy and Betty Picard for their assistance with our recent bingo assignments! We received \$4,334.87 for our June bingo, and \$3,884.04 for our July bingo! Thank you!!

If you'd like to start volunteering with us, we would love to have you! Call us at (519) 773-9723 or email me at collections@aylmermuseum.ca if you're interested!

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Membership, Sponsors, and Supporters



Springfield Swans

~ are members of Swans Ontario, a service organization that provides help and assistance to the community by volunteering. To assist those in need ~ to support fellow members ~ someone who offers their hand in friendship willingly. Are part of a team that strives to make a difference in the community through fundraising, service work, making donations and having fun! Springfield Swans maintain the Mary H Pearson Memorial Garden (Cenotaph Park, Springfield), host an annual Senior's "Christmas in July" event and a monthly Senior's afternoon on the second Tuesday of each month. Donations primarily are kept to local ventures, and include the school, fire department, parade, Fun Day, and area charities like the Aylmer Museum. Fundraising is varied and includes an annual Community Beef Supper (each year in support of a new charity), Bake Sales, Community Birthday Calendars and assignments at Jackpot Time Entertainment Centre in St Thomas. Anyone who is 18 years of age or older, who is service minded and invited into the club may be a member.

"Volunteering for a Better Community"

Check out our Facebook Page: Springfield Swans Club - Ontario ~~~ PO Box 179, Springfield, ON N0L 2J0



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Membership, Sponsors, and Supporters

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Judy Anderson
Chris Dancey
Ann Donkers
Susan Graves
Sylvia Hall
Mike & Penny Hilliker
Lynn Johnston
John & Henrietta Karn
Ella Killough
Jim McCallum
Bill Murch
Ron & Colleen Sawyer
Lynda Shell
Kathi Vandermeer
Edie Vindasius
Ken & Mary Wilson

2025 Supporter

Dennis & Bozena Boadway
Jack Couckuyt
Shirley Fallowfield
Robert Habkirk
Herb & Jeannette Kebbel
Melanie MacNeil
Patrick & MaryAnn Hunter
Donald Kunz
Mary Jane Lampman
Carolyn Pasquier
Kim Sheppard-Veldhuizen
Kim & DJ Smale
Bertha Strickland

If you have not paid your 2025 membership and still wish to do so, please contact Kathi at officemanager@aylmermuseum.ca.

2025 Founder

Linda & Tom Charlton
Rebecca Horeth & Reilly Ragot
Doreen & Jim MacIntyre
Dave & Judy Mennill
Kelly Pearson
Kathleen & Harvey Tribe

2025 Benefactor

Deb & Carl Bagshaw
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Thank you all for your continued support!

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FOR OUR FEATURED EXHIBIT,

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The Major Industries of Aylmer and Malahide

Saturday, September 20
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Exploring the histories of the
Aylmer Canning Company,
Carnation Milk, and Imperial
Tobacco, and the impact
these companies had on our
local community and
economy.



89
LONG POINT REGION CONSERVATION AUTHORITY
Board of Directors Meeting Minutes of July 2, 2025
Approved September 3, 2025

Members in attendance:

| | |
|--------------------------|---|
| Dave Beres, Chair | Town of Tillsonburg |
| Doug Brunton, Vice-Chair | Norfolk County |
| Shelley Ann Bentley | Haldimand County |
| Robert Chambers | County of Brant |
| Tom Masschaele | Norfolk County |
| Debera McKeen | Haldimand County |
| Jim Palmer | Township of Norwich |
| Chris Van Paassen | Norfolk County |
| Rainey Weisler | Municipality of Bayham/Township of Malahide |
| Peter Ypma | Township of South-West Oxford |

Regrets:

| | |
|------------------|----------------|
| Michael Columbus | Norfolk County |
|------------------|----------------|

Staff in attendance:

Judy Maxwell, General Manager
Aaron LeDuc, Manager of Corporate Services
Leigh-Anne Mauthe, Manager of Watershed Services
Saifur Rahman, Manager of Engineering and Infrastructure
Jessica King, Social Media and Marketing Associate
Nicole Sullivan, HR Coordinator/Executive Assistant

1. Welcome and Call to Order

The Chair called the meeting to order at 6:28p.m., Wednesday, July 2, 2025.

2. Additional Agenda Items

None.

3. Approval of the Agenda

A-81/25

Moved by R. Weisler

Seconded by T. Masschaele

THAT the LPRCA Board of Directors approves the agenda as circulated.

Carried

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

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4. Declaration of Conflicts of Interest

None.

5. Minutes of the Previous Meeting

a) Board of Directors Hearing Board Meeting June 4, 2025

Peter Ypma asked the staff and Board about the wording of the decision made for the Cronk hearing. The use of the word “any” should be amended as it could mean the shoreline permit as well as other permits. Judy Maxwell and Leigh-Anne Mauthe informed the Board that the decision is already out and cannot be changed.

A-82/25

Moved by P. Ypma

Seconded by J. Palmer

THAT the minutes of the LPRCA Board of Directors Hearing Board meeting held June 4, 2025 be adopted as circulated

Carried

b) Board of Directors Meeting June 4, 2025

A-83/25

Moved by D. McKeen

Seconded by C. Van Paassen

THAT the minutes of the LPRCA Board of Directors meeting held June 4, 2025 be adopted as circulated.

Carried

6. Business Arising

There was no business arising from the previous minutes.

7. Review of Committee Minutes

a) Audit and Finance Committee Meeting – May 30, 2025

A-84/25

Moved by R. Weisler

Seconded by S. Bentley

THAT the minutes of the Audit and Finance Committee meeting held May 30, 2025 be adopted as circulated

Carried

b) Backus Museum Committee – October 28, 2024

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

A-85/25

Moved by P. Ypma
Seconded by R. Weisler

THAT the minutes of the Backus Museum Committee meeting held October 28, 2024 be received as information.

Carried

8. Correspondence

A letter of from the Township of Puslinch opposing Bill 5, a News release from the Ministry of the Environment, Conservation and Parks (MECP) in regards to the new Chief Conservation Executive, and an MECP memo in regards to the transition of Conservation Authorities to the MECP were included in the package.

A-86/25

Moved by J. Palmer
Seconded by S. Bentley

THAT the correspondences outlined in the Board of Directors agenda of July 2, 2025 be received as information.

Carried

9. Development Applications**a) Section 28 Regulations Approved Permits (L. Mauthe)**

Leigh-Anne Mauthe presented the approved permits report.

A-87/25

Moved by P. Ypma
Seconded by S. Bentley

THAT the LPRCA Board of Directors receives the staff approved Section 28 Regulation Approved Permits report dated July 2, 2025 as information.

Carried

10. New Business**a) General Manager's Report (J. Maxwell)**

Judy Maxwell provided a report summarizing operations this past month and provided a few recent updates on the phragmites in the Lee Brown Marsh, the funding from the Flood Hazard Identification and Mapping Program, and the Conservation Ontario meetings in June.

Dave Beres asked more about the phragmites at the Lee Brown Marsh and if there is a renewed issue. Judy Maxwell informed the Board that the mapping of the invasive phragmites was done in the winter and the mapped phragmites will be targeted this August to keep the phragmites in control.

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

A-88/25

Moved by D. McKeen

Seconded by T. Masschaele

THAT the LPRCA Board of Directors receives the General Manager's Report for June 2025 as information.

Carried

b) 2025 Christmas Operating Schedule (A. LeDuc)

Aaron LeDuc gave the report.

Chris Van Paassen noted a typo in the motion. The motion should read "January 1st, 2026" not "2025". The update was made when the motion was read.

A-89/25

Moved by T. Masschaele

Seconded by R. Weisler

THAT the LPRCA Board of Directors closes operations from December 25th, 2025 to January 1st, 2026 (except for emergency response);

AND,

THAT staff working be granted one complimentary day off with pay;

AND,

THAT staff are required to utilize two (2) vacation days during the period or take unpaid leave.

Carried

c) Proposed 2026 LPRCA Meeting Schedule (J. Maxwell)

Judy Maxwell presented the report.

A-90/25

Moved by D. McKeen

Seconded by S. Bentley

THAT the LPRCA Board of Directors approves the Proposed 2026 Meeting Schedule as presented.

Carried

d) Forest Management Prescription/Operating Plans (J. Maxwell)

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

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Judy Maxwell presented the Forest Management Prescription/Operating Plans for the Ringland & Anderson Lee Becker tracts.

A-91/25

Moved by R. Weisler

Seconded by P. Ypma

THAT the LPRCA Board of Directors approves the prescription/operating plans for the Ringland Tract at 655 2nd Concession of Middleton Township, and the Anderson Lee Becker Tract at 726 2nd Concession of Middleton Township.

Carried

e) Community Engagement Report (J. King)

Jessica King presented the Community Engagement report, highlighting the past successful events of 2025 and bringing forward the exciting events planned in the future.

Jim Palmer asked if the loss of Sarah Pointer, Curator, will make any difference to the events at Backhouse Historic Site. Jessica King let the Board know that all events are scheduled to go forward as planned.

Doug Brunton asked about the Hemlock Woolly Adelgid (HWA) public information session, the eDNA traps, and if staff had more information on HWA. Jessica King informed the Board that the eDNA traps are meant to collect the bugs as they fall from the top of the canopy, the traps are then sent for testing to confirm HWA in the Hemlock for earlier detection. Jessica King will also send along the information pamphlets to Doug Brunton.

A-92/25

Moved by J. Palmer

Seconded by S. Bentley

THAT the LPRCA Board of Directors receives the 2025 Community Engagement report as information.

Carried

f) Nanticoke Creek Flood Hazard Mapping (L. Mauthe)

Leigh-Anne Mauthe presented the report.

Doug Brunton asked about the Nanticoke wastewater outlet near Waterford and the concerns about the low flow. Leigh-Anne Mauthe informed the Board that it is her understanding that flow is not a consideration in this type of mapping, as the hazard mapping is for existing conditions.

A-93/25

Moved by D. McKeen

Seconded by J. Palmer

THAT the LPRCA Board of Directors direct staff to retain Aquafor Beech Limited for

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

94

engineering services to complete Flood Hazard Mapping for Nanticoke Creek at a cost of \$67,370.00 exclusive of HST.

Carried

g) Backus Museum Committee Appointments (J. Maxwell)

Judy Maxwell gave the report on two new member applications for the Backus Museum Committee, Community Representatives.

A-94/25

Moved by P. Ypma

Seconded by T. Masschaele

THAT the LPRCA Board of Directors appoints Wanda Backus Kelly and Trevor Shelly as a Community Representatives to the Backus Museum Committee.

Carried

h) Watershed Conditions Update (S. Rahman)

Saifur Rahman presented the Watershed Conditions update report.

A-95/25

Moved by D. McKeen

Seconded by R. Weisler

THAT the LPRCA Board of Directors receives the watershed conditions update report as information.

Carried

The closed session began at 7:04 p.m.

*S. Rahman and L. Mauthe left the meeting at 7:04 p.m.

11. Closed Meeting

A-96/25

Moved by P. Ypma

Seconded by D. McKeen

THAT the LPRCA Board of Directors does now enter into a closed session to discuss:

- a) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;

Carried

The Board reconvened in open session at 7:16p.m.

Next meeting: September 3, 2025, Board of Directors at 6:30 p.m.

Adjournment

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

The Chair adjourned the meeting at 7:17 p.m.

Dave Beres
Chair

Judy Maxwell
General Manager/Secretary-Treasurer

/ns

FULL AUTHORITY COMMITTEE MEMBERS

Shelley Ann Bentley, Dave Beres, Doug Brunton, Robert Chambers, Michael Columbus,
Tom Masschaele, Debera McKeen, Jim Palmer, Chris Van Paassen, Rainey Weisler, Peter Ypma

From: [Ontario Honours And Awards \(MCM\)](#)
Subject: 2025 Ontario Senior Achievement Awards / Prix d'excellence de l'Ontario pour les personnes âgées de 2025
Date: August 27, 2025 4:49:19 PM
Attachments: [image001.png](#)
[image002.png](#)

(Un message en français suivra)

Dear Friends,

It is my pleasure to invite you to submit a nomination for the **2025 Ontario Senior Achievement Award**.

Each year, the program recognizes extraordinary seniors who, **after the age of 65**, have made significant contributions to their community or province.

The annual deadline for nominations is October 1st. You can submit a nomination online by [registering through the Ontario Honours and Awards Portal](#).

For more information about the program, please visit the [Ontario Senior Achievement Award webpage](#).

You may also contact the Ontario Honours and Awards Secretariat at OntarioHonoursAndAwards@ontario.ca if you have questions about the Ontario Senior Achievement Award and how to submit a nomination online.

Thank you in advance for taking the time to consider putting forward the name of a special senior in your community.

Sincerely,



Raymond Cho
Minister for Seniors and Accessibility

Août 2025

Madame, Monsieur,

J'ai le plaisir de vous inviter à proposer une candidature au **Prix d'excellence de l'Ontario pour les personnes âgées de 2025**.

Chaque année, le programme rend hommage aux aînés extraordinaires qui, **après l'âge de 65 ans**, ont apporté une contribution exceptionnelle à leur communauté ou à la province.

La date limite annuelle pour proposer une candidature est le 1^{er} octobre. Pour soumettre une candidature en ligne, veuillez-vous [inscrire au Portail des distinctions et prix de l'Ontario](#).

Pour plus de renseignements sur le programme, veuillez consulter la [page Web du Prix d'excellence de l'Ontario pour les personnes âgées](#).

Si vous avez des questions au sujet du Prix d'excellence de l'Ontario pour les personnes âgées, veuillez contacter aussi le Secrétariat des distinctions et prix de l'Ontario à OntarioHonoursAndAwards@ontario.ca.

Je vous remercie d'avance de prendre le temps de songer à proposer le nom d'une personne âgée exceptionnelle de votre collectivité.

Sincèrement,

A handwritten signature in black ink that reads "Raymond Cho". The signature is fluid and cursive, with the first name "Raymond" and the last name "Cho" clearly distinguishable.

Raymond Cho
Ministre des Services aux aînés et de l'Accessibilité

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To: All Ontario Municipal Councils

Collaborative Action on Sustainable Waste Management in Ontario

As members of municipal councils, we share a responsibility to make decisions that result in the most positive outcomes for both our current residents and future generations. The management of municipal waste is one of the most pressing environmental challenges we face today.

Large urban centres are increasingly looking to rural areas for land to bury garbage waste. Continuing to bury garbage in the ground will inevitably lead to serious consequences:

Globally, solutions already exist. Clean incineration technology can drastically reduce the volume of waste going to landfills while producing much needed electricity. Germany serves as an inspiring model, operating 156 municipal thermal waste incineration facilities with an aggregate annual capacity of 25 million tonnes. At the same time, Germany recycles 66.1% of its municipal waste, the highest rate in the world, driven by strong community engagement, innovative infrastructure, and early education programs that foster a culture of sustainability.

We believe Ontario can and must do better.

We are calling for:

1. The creation of a provincial working group composed of municipalities, the Provincial and Federal Governments, and manufacturing partners;
2. A commitment to exploring and implementing clean incineration, stronger recycling programs, and other sustainable practices;
3. Support from municipal councils across Ontario to advocate for immediate action at all levels of government.

We respectfully request that your council consider supporting this initiative by passing a similar resolution and communicating your support to Premier Doug Ford, the opposition parties, and other relevant stakeholders. By acting together, we can ensure that waste disposal in Ontario is managed quickly, efficiently, and sustainably protecting our environment and safeguarding our communities for generations to come.

Jim Flieler
Councillor, Municipality of Tweed

Resolution for Incineration and a more Robust Recycling Program

Whereas It is incumbent upon the members of council, MPP's and MPs to make the decisions that will result in the most positive outcomes for now and future generations

And Whereas with large urban centres now looking in rural areas of our province and entire country for lands to bury their garbage waste

And Whereas a large landfill site owned by a large urban centre which receives 50% of their garbage at the present time is expected to be full by 2029 creating more environmental impacts

And Whereas continuing to bury garbage in the ground will result in our future generations having lost potable groundwater as a result of garbage leachate rendering it unusable.

And Whereas burying garbage, particularly organic waste in landfills, leads to the production of methane a greenhouse gas, which escapes into the atmosphere and contributes to climate change causing more environmental destruction.

And Whereas we continue to destroy our environment jeopardizing our future generations

And Whereas we have worldwide technology that will allow us the use of clean incineration and also produce much needed electric energy

And Whereas the incineration of household and other municipal waste has a long tradition in Germany, which currently has 156 municipal thermal waste incineration facilities with an aggregate annual capacity of around 25 million tons

And Whereas with a strong focus on community involvement, innovative infrastructure, and sustainable practices, Germany has set a high bar for municipal recycling programs that the rest of the world can learn from and emulate.

And Whereas at the present time, Germany recycles 66.1% of its garbage waste at a municipal level. This places the country as the most effective and prominent country when it comes to recycling in the entire world. This highlights the citizen's strength and motivation to deal with environmental issues on a daily basis.

And Whereas German schools often integrate recycling education into their curriculum. This early exposure to the importance of recycling instills a sense of responsibility in the younger generation, creating a culture of sustainability that transcends generations.

Now Therefore be it resolved that Council direct staff to investigate the possibility of working together with Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No.

355

Title:

Notice of Motion - Incineration and a More Robust Recycling Program

Date:

Tuesday, August 12, 2025

Moved by

Councillor J. Flieler

Seconded by

Councillor P. Valiquette

BE IT RESOLVED THAT Council direct staff to investigate the possibility of working together with the Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations as well as letters being sent to all municipalities in Ontario, Premier Ford and the opposition parties.

Carried



September 4, 2025

The Honourable Doug Ford, Premier of Ontario
Premier's Office
Room 281
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5

The Honourable Paul Calandra, Minister of Education
15th Floor
438 University Avenue
Toronto, ON M7A 2A5

via email: premier@ontario.ca
minister.edu@ontario.ca

RE: Closure of Before and After School Programs

Dear Premier Ford and Minister Calandra,

The Council of the Municipality of Bluewater passed the following resolution at their September 2, 2025 regular meeting:

MOVED: Councillor Harris **SECONDED:** Councillor Whetstone

WHEREAS on August 19, 2025, London Bridge Child Care Services Inc. advised that they will be closing all London Bridge Huron County Before and After School Programs, which affects Bluewater Coast Elementary School, Exeter Elementary School, and Precious Blood Catholic School; and

WHEREAS London Bridge Child Care Services Inc. cites ongoing staffing shortages in Huron County and across the province as the reason for this closure; and

WHEREAS the closure of the London Bridge Before and After School Programs, along with the Preschool Program at Bluewater Coast Elementary School, are creating a significant and immediate challenge for families with young children; and

WHEREAS the Council of the Municipality of Bluewater recognizes the importance of before and after school programs which provide a trusted, safe, and consistent environment for children outside of regular school hours – support that many working parents and guardians rely on to balance their jobs and family responsibilities; and

WHEREAS the Avon Maitland District School Board and the Huron-Perth Catholic District School Board do not operate licensed childcare programs, but partner with childcare providers to make use of school spaces where possible;

NOW THEREFORE BE IT RESOLVED that the Council of the Municipality of Bluewater urges the Province of Ontario to immediately implement other service delivery models that are being successfully modeled elsewhere in the province to address the Early Childhood Educator shortage.

AND FURTHER THAT this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Paul Calandra, Minister of Education, and all Ontario Municipalities. **CARRIED.**

Sincerely,

A handwritten signature in black ink that reads "Alexander". The signature is written in a cursive, flowing style.

Chandra Alexander
Manager of Corporate Services/Clerk

cc: All Ontario Municipalities

THE CORPORATION OF THE TOWNSHIP OF MALAHIDE**BY-LAW NO. 25-50**

Being a By-law to adopt, confirm and ratify matters dealt with by resolution of the Township of Malahide.

WHEREAS Section 5(3) of the Municipal Act, 2001, c. 25, as amended, provides that the powers of every council are to be exercised by by-law;

AND WHEREAS in many cases, action which is taken or authorized to be taken by the Township of Malahide does not lend itself to the passage of an individual by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Township of Malahide at this meeting be confirmed and adopted by by-law;

NOW THEREFORE the Council of The Corporation of the Township of Malahide **HEREBY ENACTS AS FOLLOWS:**

1. THAT the actions of the Council of the Township of Malahide, at its regular meeting held on September 18, 2025 in respect of each motion, resolution and other action taken by the Council of the Township of Malahide at such meeting is, except where the prior approval of the Ontario Municipal Board or other authority is required by law, is hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-law.
2. THAT the Mayor and the appropriate officials of the Township of Malahide are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Township of Malahide referred to in the proceeding section.
3. THAT the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the Township of Malahide.
4. THAT this By-law shall come into force and take effect upon the final passing thereof.

READ a **FIRST** and **SECOND** time this 18th day of September, 2025.

READ a **THIRD** time and **FINALLY PASSED** this 18th day of September, 2025.

Mayor, D. Giguère

Clerk, A. Adams