



Council Information Package

Members of City Council may request that an information item be placed on the next available Committee of the Whole agenda.

Date: January 30, 2026

Contact: clerks@burlington.ca

Pages

1. City of Burlington Information Items

1.1	Staf Update on Burlington Economic Development and Tourism Review (CAO-06-25)	1 - 10
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2. Correspondence

2.1	Fort Frances: Call on Province of Ontario to Establish an Ontario Airport Capital Assistance Program (OACAP)	11 - 12
2.2	Municipality of St. Charles: The Adoption and Phased Implementation of a 2+1 Highway Program on Highways 17 and 11 as a Nation-Building Project	13 - 14
2.3	Town of Halton Hills: Bill 60 –Fighting Delays, Building Faster Act, 2025	15 - 15
2.4	Township of Assiginack: Lifelabs Closures	16 - 16
2.5	Township of Assiginack: Elbows Up Climate Action	17 - 17
2.6	Pearson Accountability Alliance: 2025 Evidence Archive, Documenting Noise-Exposure Patterns, Night-Flight Disturbances, and Public-Health Impacts Associated with Operations at Toronto Pearson International Airport	18 - 19
2.7	Northumberland County: Ontario Community Infrastructure Fund (OCIF)	20 - 32

Supplemental Staff Memo

SUBJECT: Staff update on BEDT review

TO: Council

FROM: Transformation Office

N/A

Report Number: CAO-06-25

Wards Affected: All

Date to Council: January 30, 2026

This memo is in response to staff direction received via CAO-06-25 which requested the following:

Staff be directed to report back in January 2026 with a progress update of an MOU with the Burlington Economic Development Corporation, that also includes:

- a. An agreed-upon statement of facts and clarifications between city staff and BEDT; and*
- b. confirmation that the MOU, agreed statement of facts, and associated timeline be shared with Council prior to the completion of the detailed analysis scheduled for April 2026.*

Mayor Meed Ward and Members of Council,

This memo provides Council with factually accurate information intended to inform Council's future decision making with respect to the execution of an updated service agreement with Burlington Economic Development & Tourism (BEDT) or transitioning economic development and tourism functions into an in-house municipal model. It remains staff's intention to present both options no later than April 2026.

The information presented below was collated from a variety of sources and provided in draft to the BEDT Board of Directors for feedback in December 2025 prior to its finalization. Where questions around source documentation or methodology were posed by BEDT, data sources and methodology were provided to the BEDT Board.

Legislative and Policy Context

Under the Ontario Municipal Act, 2001, economic development services are authorized municipal activities that include promotion, information dissemination, and managing sites for industrial, commercial, and institutional uses. The Act gives council broad latitude in structuring service delivery models to meet these responsibilities.

Models and Academic Perspectives

Research led by academic institutions indicates there is no universally optimal economic development organizational model; suitability depends on community goals, partnerships, and local circumstances.

Models include internal municipal units, independent economic development corporations, or private agencies. Key factors influencing model selection include operational costs and funding access, local government and business community relationships, administration and regulation, co-location with other agencies, and incentive provision capabilities.

Burlington's Governance History and Relationship

The Burlington Community Development Corporation (BCDC), created in 1994 and later renamed Burlington Economic Development Corporation (BEDC), functioned as a non-profit corporation advancing economic development through service agreements with the City.

Jan 1, 2025, economic development and tourism functions were amalgamated under BEDT, receiving combined municipal operating grants plus a 50% share of the Municipal Accommodation Tax (MAT) revenues collected annually.

As a non-profit corporation, BEDT is an independent and separate organization from the City of Burlington.

City representation on the BEDT board is governed by the original articles of incorporation, the BEDT Board Terms of Reference (TOR) and any executed service agreement. Board members (including City representatives) are governed by the BEDT TOR, not City policy.

From a legal perspective, BEDT is not a local Board of the municipality as defined by the Municipal Act. Rather, BEDT is an independent corporation in partnership with the City.

Service Agreements with the external organization have been inconsistently held throughout the relationship between the City and the non-profit organization. There is evidence that both organizations have attempted to operate as if a service agreement is in place during periods of service agreement expiry.

None of the service agreements previously executed have guided when and how BEDT (and BEDC before it) report and seek direction from Council. Service agreements have placed

specific expectations on BEDT's advocacy role, specifically when a Board endorsed position may differ from a Council approved position.

Past practice has seen BEDT staff submit and present Board approved positions and recommendations directly to Council through the submission of their own reports in absence of a corresponding City staff report/recommendation. We have also seen the BEDT Board Chair and CEO delegate to Council on relevant City staff reports.

More recently, BEDT were directed to provide any reporting to Council through reports from the Office of the CAO. This reflects the fact that only City staff report directed to Council.

As a partnered corporation, BEDT has no standing within the City's Procedure Bylaw and has no functional or procedural grounds to report to, or seek direction directly from Council, except for public delegation opportunities on matters of interest before Council.

Corporate Services

The City provides a variety of corporate support services to the non-profit organization, some are provided in-kind at no cost to BEDT.

The provision of these corporate support services increases organizational risk to the City given there is the appearance of, or actual integration of BEDT staffing across a range of municipal controlled systems and services. As an independent corporation, the degree of integration into municipal corporate services is unusual.

The renegotiation of a service agreement will likely require BEDT to acquire their own corporate support services independently of that of the City. This will require BEDT to leverage the existing annual funding received by the City, or for BEDT to request additional funding over and above what is currently provided.

Any in-house model would see the City offer these corporate services to the in-house division/program area and the Economic Development and Tourism functions would follow all municipal policies and procedures. This would see the added risks of providing these services to an external organization entirely mitigated.

Strategic Goals and Stakeholder Feedback

Various strategic and tactical plans across the decades articulate ambitious targets for job growth, commercial assessment, visitor spending, and business support. Some targets were set by Council via corporate and community based strategic planning. While others were established by BEDT (or BEDC/Tourism Burlington) who made Council aware after the fact.

In the absence of a continually held service agreement, BEDT (previously BEDC and Tourism Burlington) have created Board approved strategic plans which attempt to align with Council endorsed strategies and masterplans.

BEDT's current board approved organizational strategic plan (2023-2026 Strategic Plan), was received and filed by Council in January 2024 for information (not endorsed).

2023-2026 Strategic Plan

- **Line of Business**
 - To lead, influence and facilitate Burlington's growth into a vibrant and economically thriving mid-size urban city.
- **Vision**
 - To be a champion for Burlington and its economic future, we deliver *customer focused* business support services and drive strategic opportunities to attract talent, jobs and growth
- **Objectives**
 - Support companies to locate to Burlington
 - Support companies to start in Burlington
 - Support companies to stay and grow in Burlington
 - Facilitate the transition of Burlington to an urban economy
 - Promote Burlington as a unique destination for growth

There is no evidence to suggest the objectives outlined within the current strategic plan could not be delivered via either model under consideration.

BEDT have recently developed a DRAFT Destination Stewardship Plan (2025). This plan has been approved by the BEDT Board and is a publicly available document but not yet received by Council.

A key difference between the Destination Stewardship Plan and the Economic Development Strategic Plan is one guides work at the organizational level, the other at a community level including prospective activities by other organizations. For there to be a community level economic development strategic plan created, this plan would need to take into consideration the economic development functions required of the municipality via the development approval and land planning policy functions.

There are a range of economic development tools such as Community Improvement Plans and Tax Incremental Financing which are exclusively available to the municipality. The municipality continues to offer development concierge services to non-residential developers.

The BEDT board has approved a series of KPI's which are gathered periodically by BEDT staff, presented to the BEDT board and made publicly available via the BEDT website.

The City is currently updating its 25-year community strategic plan (Horizon 2050), looking out to 2050. The inclusion and adoption of community-wide economic development and tourism outcomes and objectives within this long-range planning horizon should inform future economic development and tourism programming, service delivery and KPI's. This in turn will support Council decision-making with regards to whether an economic development and tourism service model offered internally or externally is optimal.

Recent surveys (2020 MDB Insight; 2025 Rubicon Consulting; Resonance 2025) reveal varying degrees of business awareness and satisfaction with current economic development offerings, with a significant portion favouring close collaboration between BEDT and the City. Opinion on governance models is mixed, with nearly half supporting BEDT's independent status, while a sizeable minority favour hybrid or full municipal integration.

Residents place high importance on quality of life, centred around raising a family and proximity to natural space with a particular focus on the waterfront.

The business community suggests that the most important current and future support for business and economic activity are high quality telecommunications, business costs, traffic congestion, and housing affordability.

Cost-effectiveness and return on investment are also a pressing issue for residents and the business community alike.

Changes to the local ecosystem and legislation

In 2023, the Province of Ontario removed planning authority from all regional levels of government and made local municipalities such as the City of Burlington the local planning authority for geographic municipal area. This resulted in Halton Region divesting from economic development service delivery in recognition of the strong link between economic development, land planning, and development facilitation.

Halton Region continues to offer small business support services via their Halton Small Business Centre. The continuation of this service received Regional Council endorsement (with provincial funding support) on behalf of and agreed by the four local municipalities.

In 2023, the regional innovation centre (RIC) HalTech amalgamated with InnovationFactory, (the Hamilton RIC) to consolidate operations across a larger geography. RIC's are also provincially funded business support organizations.

TechPlace is a BEDT-owned and operated small business and innovation support service hub which now operates out of a municipally owned facility via a recently negotiated lease agreement. In 2020, during the last organizational review, options to adjust TechPlace programming were explored. One such option for consideration was the exploration of a partnership with HalTech (now InnovationFactory) to have them offer services equal to those offered by TechPlace via an independent service agreement. At that time, because BEDC held a lease with a private landlord, the cost/benefit analysis suggested the cost to proceed with this option would be too great.

One of the objectives identified within 2023-2026 BEDT Strategic Plan was to resolve the responsibility of local and regional small business support service delivery.

Development Facilitation and Process Improvement

Both the City of Burlington and BEDT have recognized that the current two-organization model for development facilitation—where client interactions and handovers between the City and BEDT occur, has created inefficiencies affecting the development application processing.

The City has invested in dedicated non-residential concierge services to support non-residential developers through the municipal development process.

Collaborative process mapping exercises have been undertaken in the past to clarify roles and identify potential refinements within this framework. Both organizations are committed to refining the process if the two-organization approach is to continue on; however, transitioning to an in-house municipal model would consolidate development review and facilitation responsibilities within a single organizational entity. This has the potential to streamline communications and client handoffs, enhance accountability, and accelerate application processing times.

Comparative Financial and Economic Indicators

Since 2020, municipal spending on economic development and tourism has increased from \$1.9 million to \$3 million annually with the introduction of the *Municipal Accommodation Tax (MAT)*.

Techplace is an innovation hub operated by BEDT on behalf of the municipality. The 2026 Techplace operating budget (excluding in-year revenue generation of approx. \$75,000) is \$443,841, or \$2.37 per capita. This budget has reduced from the 2025 operating budget of \$547,719 in large part because of a reduction in rental costs. For a large portion of 2025 TechPlace continued to operate in a privately owned leased location based on a historical lease agreement.

The 2026 the budget reflects a reduced lease rate as a result of TechPlace now operating within a municipally owned building. This reduced rental amount (approx. \$220,000) flows back to the municipality as revenue from the new tenancy agreement.

In total, approximately \$290,000 of municipal operational grant funding to BEDT flows back to the municipality as lease revenue (TechPlace and office rent at 414 Locust Street).

2025 data benchmarking Burlington against comparator municipalities shows:

- Economic development per capita spending in Burlington (\$8.12) exceeds the comparator average (\$6.64). This amount is reflective of funding provided by the municipality to operate TechPlace. Where other municipalities operate or contribute to similar programs and services, this is included within their budget analysis.

- Tourism spending per capita (\$7.76) is above the average (\$5.00) but below the highest comparator (of the municipal comparators, some have introduced a local MAT while others have not). The per capita spending reported is inclusive of MAT revenue distribution.
- Burlington's non-residential tax share (28.6%) sits near the middle of comparator ranges.
- Industrial and office inventory and permit values position Burlington as a mid-sized, employment-focused community within the Greater Toronto Area.
- Compared to peers, the City of Burlington maintains a higher investment level in economic development per capita, but spending analyzed per dwelling, per business (with employees) and per small/medium/large business (micro-enterprises excluded) suggests spending is close to average amongst comparator municipalities.
- Similar spending analysis for tourism/destination marketing is more challenging because of differences between municipalities. However, Burlington maintains a higher level of investment in tourism/destination marketing on a per capita, per tourism business and per tourism job perspective. This is true if MAT disbursements are included or excluded within the analysis.
- BEDT currently (2026 budget) holds approx. \$1.3 million in capital reserves, not including revenues available via the Municipal Accommodation Tax (an additional \$962,000).

Municipal Accommodation Tax

- In 2022, Burlington City Council introduced a local Municipal Accommodation Tax (MAT). This additional four per cent charge is applied to stays in local hotels and motels, with the revenues collected and administered by the Ontario Restaurant Hotel and Motel Association on behalf of the City.
- 2023 was the first full year of revenue collection, since that time the City has collected approximately \$2 million annually.
- The City retains 50% of the net proceeds with planned usage subject to Council decision making. The remaining 50% of the proceeds are made available to BEDT (and previously Tourism Burlington) for the exclusive purpose of promoting destination tourism (which includes the development of tourism products). This 50% is placed within a municipal reserve account from which BEDT can draw from.
- The Ontario regulation which permits the collection of MAT requires that if a destination marking program exists the day before the tax comes into effect, that 50% of the revenues collected be shared with the destination marketing program. If a destination

marketing program does not exist, then the municipality is required to share 50% of the net revenues with one or more eligible not-for-profit organization chosen by the municipality.

- MAT collected and retained by the municipality can be spent in year or reserved to support bigger more costly projects as per the Municipal Act 2001.

Summary Considerations for Council

- The Municipal Act permits flexibility in governance and service delivery models for economic development.
- Academic research on service delivery models indicates that both in-house and external models can work effectively. Local context, community development goals, and clearly defined roles and responsibilities are most important in deciding which model to implement.
- Since 1994 Burlington has favored an external service delivery model with a desire to effectively manage the relationship with the non-profit corporation via negotiated service agreement, but evolving circumstances warrant reconsideration.
- The independent non-profit corporation status of BEDT places limits on the governance and reporting relationship BEDT can have with Council and Councillors.
- Recent local economic development and tourism ecosystem changes, as well as provincial changes in land planning responsibilities have increased the necessity for clear coordination and delineation of responsibilities, given the various parties involved in service delivery.
- Recent and historic development review processes have highlighted opportunities for improved efficiency, but potential gains from a unified in-house model have not been a prior consideration.
- Corporate support functions provided to BEDT, how they are funded and the risk to both organizations in providing/receiving these ongoing supports should be a key consideration in Council's decision making.
- Survey feedback indicates support for strong City-BEDT collaboration, mixed preferences for independence versus integration, with a public and business focus on efficiency and cost savings.
- Burlington's comparative spending across Economic Development and Tourism/Destination Marketing functions demonstrates above-average investment, thus heightening expectations for measurable impacts and optimized service delivery.

This objective analysis is intended to inform future council deliberations on whether to renew an updated service agreement with BEDT or transition economic development and tourism functions fully in-house, highlighting key facts and considerations without recommending a particular approach.

This memo is respectfully submitted to support informed governance decisions around economic development and tourism functions.

Next Steps

As per Council direction, City staff continue to work on the following:

Report back by April 2026 on two options for Council's consideration:

- *Fully detailed options for integrating economic development and tourism functions within the municipal organizational structure; and*
- *Provide a draft Service Agreement that retains an independent entity while permitting a collaborative decision-making relationship with Council.*
- *Staff be directed to report back in January 2026 with a progress update of an MOU with the Burlington Economic Development & Tourism Corporation, that also includes:*
- *An agreed statement of facts and clarifications between the city staff and BEDT; and*
- *That the MOU, agreed statement of facts and timeline referenced above be shared with Council prior to concluding the detailed April 2026 analysis.*

City staff have finalized and executed a memorandum of understanding (MOU) with BEDT. This MOU was established to facilitate the sharing of non-public and confidential information given the independent corporate status of BEDT.

The execution permits the necessary flow of information between BEDT and the City and will inform both the development of a transition plan for future consideration, and an updated draft service agreement.

To support the design and development of both models. The City has engaged a third-party community and economic development consultancy firm, McSweeney and Associates, for a short-term engagement in line with permitted procurement rules.

McSweeney were recently engaged by Halton Region to conduct the regional economic development service evaluation. This was followed up with a second engagement specifically investigating small business support service provision by Halton Region.

The principal assigned to this project was a senior economic development leader with the Town of Oakville and the City of Hamilton previously. As such there is a high degree of confidence that McSweeney understands the current and historical economic development eco-system across Halton.

Staff continue to work towards presenting both models for Council consideration in April 2026 as per staff direction.

Respectfully submitted,

Andrew Scott
Chief Transformation Office
City of Burlington
andrew.scott@burlington.ca

Data sources available upon request.



OFFICE OF THE CLERK

Phone: (807) 274-5323 | Fax: (807) 274-8479

Mailing Address: 320 Portage Avenue

Fort Frances, ON P9A 3P9

Email: town@fortfrances.ca

Website: www.FortFrances.ca

January 26, 2026

Re: Resolution # 2025 - Call on Province of Ontario to Establish an Ontario Airport Capital Assistance Program (OACAP)

On January 12, 2026, Council of the Town of Fort Frances passed the following into resolution:

Whereas the Fort Frances Municipal Airport serves the Town of Fort Frances, the District of Rainy River, and the First Nation communities of the Southern Treaty #3 region; and

Whereas the Fort Frances Municipal Airport plays a vital role in supporting medevac flights, wildfire response operations, business travel, tourism, and the movement of essential goods for the entire region; and

Whereas the termination of scheduled passenger air service in May, 2024 resulted in the loss of eligibility to funding through the federal Airport Capital Assistance Program (ACAP); and

Whereas other provinces, including British Columbia, Saskatchewan, and Alberta, have recognized the importance of regional airports by establishing dedicated provincial funding programs, and Ontario currently does not; and

Whereas maintaining aging airport infrastructure has become increasingly difficult without predictable provincial support; and

Whereas regional airports serve broader provincial and regional interests, and municipalities cannot shoulder the financial burden alone.

Therefore, be it resolved that the Council of the Town of Fort Frances hereby calls upon the Province of Ontario to:

- 1. Establish an Ontario Airport Capital Assistance Program (OACAP) to provide dedicated annual funding for small and regional airports; and*
- 2. Ensure eligibility for a broad range of capital projects, including safety upgrades,*

equipment replacement, and runway maintenance; and

3. Engage municipalities in program design, ensuring local needs and realities are reflected in funding criteria; and

4. Recognize the essential role of airports in medevac and emergency services, especially in remote and northern communities.

Moved by Michael Behan, Seconded by Steven Maki, Carried.

For more information about this resolution, please contact the Office of the Clerk

Chelsea Greig, Municipal Clerk | cgreig@fortfrances.ca

Ally Lewis, Communications Coordinator & Deputy Clerk | alewis@fortfrances.ca

The Corporation of the Municipality of St. Charles
RESOLUTION PAGE



Regular Meeting of Council

Agenda Number: 4.4.1.
Resolution Number 2026-009
Title: Nation Building Improvements to Highways 11 / 17 (2+1 & Four-Lane Options)
Date: January 21, 2026

Moved by: Councillor Laframboise
Seconded by: Councillor Loftus

WHEREAS Canada's east-west trade and national mobility rely on the Trans-Canada Highway system, including Highways 17 and 11 across Northern and Eastern Ontario, which carry significant freight volumes but remain predominantly two-lane corridors;

AND WHEREAS four-laning the entirety of Highway 17 is the ultimate goal of the communities along the corridor;

AND WHEREAS the proven "2+1" highway design - alternating passing lanes with a continuous median barrier - delivers safety outcomes comparable to full twinning at substantially lower cost, land, and environmental impact, and can be scaled or converted to four lanes (2+2) as volumes grow;

AND WHEREAS the Government of Ontario has announced a 2+1 pilot between North Bay and Temagami and a further extension toward Cochrane, creating a near-term implementation pathway;

AND WHEREAS modernizing Highways 17 and 11 will improve safety, reduce closures, strengthen supply-chain reliability for mining, forestry, agriculture, tourism and manufacturing, and enhance national resilience and emergency response capacity;

AND WHEREAS a phased 2+1 build - prioritizing Highway 11 (North Bay --> Cochrane, then Cochrane --> Nipigon) and key sections of Highway 17 (western border of County of Renfrew--> Sudbury; Sault Ste. Marie--> Sudbury; Thunder Bay--> Kenora) - aligns with nation-building criteria, supports economic reconciliation with Indigenous partners, and enables integrated EV charging and low-carbon construction practices;

AND WHEREAS analysis summarized by the Federation of Northern Ontario Municipalities, (FONOM) demonstrates high freight demand on these routes and strong safety / economic rationale for a 2+1 program;

BE IT THEREFORE RESOLVED THAT the Council for the Corporation of the Municipality of St.-Charles formally endorses the adoption and phased implementation of a 2+1 highway program on Highways 17 and 11 as a nation-building project;

AND BE IT FURTHER RESOLVED THAT the Government of Canada be urged to designate this initiative as a project of national interest under the Building Canada Act and to partner with Ontario to co-fund and accelerate planning, design, procurement, and construction;

AND BE IT FURTHER RESOLVED THAT the Government of Ontario be urged to expand the announced pilot to a corridor-wide program, sequencing works according to readiness, safety benefit and economic importance;

AND BE IT FURTHER RESOLVED THAT the Government of Ontario prioritize these projects into the Ministry of Transportation's Major Projects Division;

AND BE IT FURTHER RESOLVED THAT both governments ensure early, ongoing, and capacity-supported engagement with affected Indigenous Nations, with opportunities for Indigenous training, contracting, and equity participation;

AND BE IT FURTHER RESOLVED THAT the program incorporate corridor-wide safety features (barrier-separated 2+1 cross-sections, controlled passing frequency, wildlife considerations), resilience measures (closure mitigation, climate adaptation), and clean-growth elements (EV charging readiness, recycled aggregates, lower-carbon materials);

AND BE IT FURTHER RESOLVED THAT this Resolution be sent to the Prime Minister of Canada, the Premier of Ontario, the Minister of Transport (Canada), the Minister of Infrastructure (Canada), the Ontario Minister of Transportation, our local MP and MPP, Federation of Northern Ontario Municipalities (FONOM), Northwestern Ontario Municipal Association (NOMA), Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Association (ROMA), Eastern Ontario Wardens' Caucus (EOWC) for support, and the County of Renfrew for information.



Paul Baanconen

MAYOR

CARRIED

From: [Melissa Lawr](#)
To: [Minister \(MMAH\)](#); [Minister.Lumsden@ontario.ca](#); [stan.cho@ontario.ca](#); [minister.mecp@ontario.ca](#); [MED1CT.Minister@ontario.ca](#); [MinisterEnergy@ontario.ca](#); [Minister.fin@ontario.ca](#)
Cc: [Racinsky, Joseph](#); [Natalie.Pierre@pc.ola.org](#); [zee.hamid@pc.ola.org](#); [stephen.crawford@pc.ola.org](#); [effie.triantafilopoulos@pc.ola.org](#); [Milne, Graham](#); [Mailbox, Clerks](#); [Town Clerks](#); [townclerk@milton.ca](#)
Subject: Town of Halton Hills Report No. PD-2025-076 (Bill 60 – Fighting Delays, Building Faster Act, 2025)
Date: Wednesday, January 28, 2026 2:15:01 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon,

As per the recommendations approved by Town of Halton Hills Council at the January 26th Council meeting, below are links to access Report No. PD-2025-076 regarding Bill 60 – Fighting Delays, Building Faster Act, 2025 – ERO Postings for your review.

[Report No. PD-2025-076](#)

[Appendix 1](#)

[Appendix 2](#)

If you have any questions with respect to this report, please contact the Director of Planning Policy Bronwyn Parker at bparker@haltonhills.ca

Respectfully,
Melissa Lawr



Melissa Lawr, AMP, Dipl.M.A.
Deputy Clerk – Legislation
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TOWNSHIP OF ASSIGINACK

REGULAR MEETING OF COUNCIL

IN CHAMBERS

Tuesday, January 20, 2026 07:00 PM

Moved BY: Councillor Elliott

Resolution # **013-01-2026**

Seconded BY: Councillor Bowerman

THAT the Township supports all efforts to retain Lifelabs locations in northern Ontario;

AND THAT we ask FONOM and NOMA to lobby for this position on our behalf.

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TOWNSHIP OF ASSGINACK

REGULAR MEETING OF COUNCIL

IN CHAMBERS

Tuesday, January 20, 2026 07:00 PM

Moved BY: Councillor Hooper

Resolution # **008-01-2026**

Seconded BY: Councillor Bowerman

BE IT RESOLVED THAT we add our support to the Elbows Up Climate Action request from Canadian local governments to the leaders of all federal political parties.

()

From: info@pearsonaccountabilityalliance.org
To: [Info](#)
Subject: Submission of Evidence Regarding Pearson Airport Noise, Exposure, and Public-Health Impacts
Date: Tuesday, January 27, 2026 9:14:57 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Municipal Clerk,

I am submitting, for your office's official records, the public release of the Pearson Accountability Alliance (PAA) **2025 Evidence Archive**, documenting noise-exposure patterns, night-flight disturbances, and public-health impacts associated with operations at Toronto Pearson International Airport.

This email is provided so that each affected municipality in the Greater Toronto and Hamilton Area has **direct notice** of the findings, which include:

- Verified 2025 night-noise events across multiple neighbourhoods
- Repeated exceedances of WHO night-noise guidelines
- Evidence of chronic sleep disturbance and environmental exposure
- Documented operational patterns contributing to resident impacts
- Discrepancies between published airport data and real community conditions

The full evidence archive is available at:

<https://pearsonaccountabilityalliance.org>

These materials may be relevant to:

- municipal public-health and planning staff
- environmental and noise-management files
- council briefings and resident inquiries
- ongoing community-impact assessments

Please consider this correspondence a **formal submission of evidence** for your municipal record.

I would be pleased to provide additional documentation, neighbourhood-specific maps, or further detail to staff if needed.

Fabio Ovettini
Founder & Director



Pearson Accountability Alliance
Email: info@pearsonaccountabilityalliance.org
Web: pearsonaccountabilityalliance.org

Independent, evidence-based research and public education on the health, safety, and environmental impacts of Toronto Pearson Airport.



Northumberland County Council Resolution

SENT VIA EMAIL

January 28, 2026

Honourable Kinga Surma (Minister of Infrastructure),
Honourable Rob Flack (Minister of Municipal Affairs and Housing),
Honourable Peter Bethlenfalvy (Minister of Finance),
Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South),
Association of Municipalities of Ontario (AMO),
Ontario Small Urban Municipalities (OSUM),
Federation of Canadian Municipalities (FCM),
All Ontario Municipalities

Re: Correspondence, 'Ontario Community Infrastructure Fund (OCIF)'

At a meeting held on January 21st, 2026 Northumberland County Council approved Council Resolution # 2026-01-21-052, adopting the recommendation below from the January 5, 2026 Public Works Committee meeting:

Moved by: Deputy Warden Mandy Martin
Seconded by: Councillor John Logel

"That the Public Works Committee having considered correspondence from the Township of Edwardsburgh Cardinal, the Municipality of South Huron and the Township of Puslinch recommend that County Council support the correspondence and direct staff to send a copy of this resolution to the Honourable Kinga Surma (Minister of Infrastructure), the Honourable Rob Flack (Minister of Municipal Affairs and Housing), the Honourable Peter Bethlenfalvy (Minister of Finance), Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South), the Association of Municipalities of Ontario (AMO), Ontario Small Urban Municipalities (OSUM), Federation of Canadian Municipalities (FCM) and all Ontario Municipalities."

Council Resolution # 2026-01-21-052

Carried



**The Corporation of the
County of Northumberland**
555 Courthouse Road
Cobourg, ON, K9A 5J6

If you have any questions regarding this matter, please do not hesitate to contact the undersigned at bennett@northumberland.ca or by telephone at 905-372-3329 ext. 2238.

Sincerely,
Tonia Bennett

A handwritten signature in blue ink that reads "Tonia Bennett".

Manager of Legislative Services / Clerk
Northumberland County



Council Resolution

Moved By M. Martin

Seconded By J. Logel

Agenda
Item 10.a

Resolution Number
2026-01-21-052

Council Date: January 21, 2026

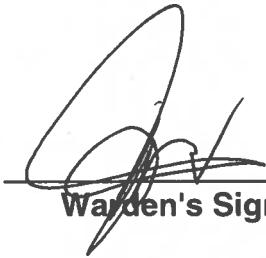
"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held January 5, 6 and 7, 2026), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Public Works Committee, Item 8.b, Report 2026-002 'Changes to Tipping Fees at Community Recycling Centres'- **Held by Councillor Cleveland**

And Further That the items listed above and held for separate discussion each require a separate resolution."

Recorded Vote
Requested by _____
Councillor's Name _____

Deferred _____
Warden's Signature _____

Carried _____

Warden's Signature _____

Defeated _____
Warden's Signature _____

Public Works Committee Resolution

Committee Meeting Date: January 5, 2026

Agenda Item: 7.b

Resolution Number: 2026-01-05-004

Moved by: J. Logel

Seconded by: R. Crate

Council Meeting Date: January 21, 2026

"That the Public Works Committee having considered correspondence from the Township of Edwardsburgh Cardinal, the Municipality of South Huron and the Township of Puslinch recommend that County Council support the correspondence and direct staff to send a copy of this resolution to the Honourable Kinga Surma (Minister of Infrastructure), the Honourable Rob Flack (Minister of Municipal Affairs and Housing), the Honourable Peter Bethlenfalvy (Minister of Finance), Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South), the Association of Municipalities of Ontario (AMO), Ontario Small Urban Municipalities (OSUM), Federation of Canadian Municipalities (FCM) and all Ontario Municipalities."

Carried

Committee Chair's Signature

Defeated

Committee Chair's Signature

Deferred

Committee Chair's Signature

TOWNSHIP OF EDWARDSBURGH/CARDINAL

Resolution Number 2025-253

Moved By: J. L.

Seconded By: J. L.

September 29, 2025

WHEREAS the Township of Edwardsburgh Cardinal acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario's rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;

WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities' ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;

WHEREAS the Township of Edwardsburgh Cardinal requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

1. The Township of Edwardsburgh Cardinal calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.
2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.
3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.
4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data,

TOWNSHIP OF EDWARDSBURGH CARDINAL

September 29, 2025

Resolution Number: 2025- 253

demographic projections, climate resilience metrics and rural equity considerations.

5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.
6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.
7. The Clerk of the Township of Edwardsburgh Cardinal forward this resolution to:
 - o The Honourable Doug Ford, Premier of Ontario
 - o The Honourable Kinga Surma, Minister of Infrastructure
 - o The Honourable Rob Flack, Minister of Municipal Affairs and Housing
 - o The Honourable Francois-Phillipe Champagne, Minister of Finance
 - o Association of Municipalities of Ontario (AMO)
 - o Ontario Small Urban Municipalities (OSUM)
 - o Federation of Canadian Municipalities (FCM)
 - o The United Counties of Leeds and Grenville
 - o All upper- and lower-tier municipalities in Ontario

Carried Defeated Unanimous

Mayor: John Martelle

RECORDED VOTE REQUESTED BY: _____		
NAME	YEA	NAY
Councillor J. Martelle		
Councillor W. Smail		
Councillor C. Ward		
Deputy Mayor S. Dillabough		
Mayor T. Deschamps		
TOTAL		

VIA EMAIL

Tuesday, October 14, 2025

The Honourable Doug Ford, Premier of Ontario
The Honourable Kinga Surma, Minister of Infrastructure
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Honourable Francois-Phillipe Champagne, Minister of Finance
Association of Municipalities of Ontario (AMO)
Ontario Small Urban Municipalities (OSUM)
Federation of Canadian Municipalities (FCM)
The United Counties of Leeds and Grenville
All Upper- and Lower-Tier Municipalities in Ontario

Please be advised that at its Regular Council meeting held on Monday, September 29, 2025, the Council of the Township of Edwardsburgh Cardinal unanimously adopted the following resolution:

RESOLUTION: Ontario Community Infrastructure Fund (OCIF)

WHEREAS the Township of Edwardsburgh Cardinal acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario's rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;

WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities' ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;

WHEREAS the Township of Edwardsburgh Cardinal requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

1. The Township of Edwardsburgh Cardinal calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.
2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.
3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.
4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data, demographic projections, climate resilience metrics and rural equity considerations.
5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.

6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.
7. The Clerk of the Township of Edwardsburgh Cardinal forward this resolution to:
 - The Honourable Doug Ford, Premier of Ontario
 - The Honourable Kinga Surma, Minister of Infrastructure
 - The Honourable Rob Flack, Minister of Municipal Affairs and Housing
 - The Honourable Francois-Phillipe Champagne, Minister of Finance
 - Association of Municipalities of Ontario (AMO)
 - Ontario Small Urban Municipalities (OSUM)
 - Federation of Canadian Municipalities (FCM)
 - The United Counties of Leeds and Grenville
 - All upper- and lower-tier municipalities in Ontario

If you have any questions, please contact me at the email address below.

Sincerely,



Natalie Charette
Interim Clerk
clerk@twpec.ca



CORPORATION OF THE MUNICIPALITY OF SOUTH HURON

322 Main Street South P.O. Box 759

Exeter Ontario

N0M 1S6

Phone: 519-235-0310 Fax: 519-235-3304

Toll Free: 1-877-204-0747

www.southhuron.ca

October 23, 2025

Via email: doug.fordco@pc.ola.org

Premier's Office
Room 281
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5

Dear Hon. Doug Ford,

Re: Ontario Community Infrastructure Fund

Please be advised that South Huron Council passed the following resolution at their October 20, 2025, Regular Council Meeting:

418-2025
Moved By: Aaron Neeb
Seconded by: Jim Dietrich

That South Huron Council supports the Township of Edwardsburgh Cardinal September 29, 2025, Resolution regarding Ontario Community Infrastructure Fund (OCIF); and

That this supporting resolution and originating correspondence be circulated to the Premier, Minister of Infrastructure, Minister of Municipal Affairs and Housing, Minister of Finance, MPP Thompson, AMO, OSUM, FCM, all Ontario municipalities.

Result: Carried

Please find attached the originating correspondence for your reference.

Respectfully,

Kendra Webster, Legislative & Licensing Coordinator
Municipality of South Huron
kwebster@southhuron.ca
519-235-0310 x. 232

Encl.

cc: Minister of Infrastructure Hon. Kinga Surma, kinga.surma@pc.ola.org;
Minister of Municipal Affairs and Housing, Hon. Rob Flack,
rob.flack@pc.ola.org; Minister of Finance, Hon. Peter Bethlenfalvy,
peter.bethlenfalvy@pc.ola.org; MPP Lisa Thompson,
lisa.thompson@pc.ola.org; AMO, resolutions@amo.on.ca; OSUM,
osum@osum.ca; FCM, resolutions@fcm.ca; and all Ontario Municipalities



Hon. Doug Ford
Premier of Ontario
VIA EMAIL:
premier@ontario.ca

Marit Stiles, MPP
Leader of the Official
Opposition
VIA EMAIL:
mstiles-qp@ndp.on.ca

Township of Puslinch
7404 Wellington Road 34
Puslinch, ON N0B 2J0
www.puslinch.ca

November 28, 2025

Hon. Kinga Surma
Minister of Infrastructure
VIA EMAIL:
kinga.surma@pc.ola.org

Hon. Rob Flack
Minister of Municipal Affairs
and Housing
VIA EMAIL:
rob.flack@pc.ola.org

RE: 6.17 Municipality of South Huron Council Resolution regarding Ontario Community Infrastructure Fund & 6.18 Township of Edwardsburgh Cardinal Council Resolution regarding Ontario Community Infrastructure Fund

Please be advised that Township of Puslinch Council, at its meeting held on November 19, 2025 considered the aforementioned topic and subsequent to discussion, the following was resolved:

Resolution No. 2025-382:

Moved by Councillor Hurst and
Seconded by Councillor Bailey

That the Consent Agenda item 6.17, 6.18 Township of Edwardsburgh Cardinal Council Resolution regarding Ontario Community Infrastructure Fund be received for information; and

That the Township of Puslinch Council supports the Township of Edwardsburgh Cardinal September 29, 2025 Resolution and the Municipality of South Huron Resolution of October 20, 2025 regarding Ontario Community Infrastructure Fund (OCIF); and

That this supporting resolution and originating correspondence be circulated to the Premier, Leader of the Official Opposition, Minister of Infrastructure, Minister of



Municipal Affairs and Housing, Minister of Finance, MPP Racinsky, ROMA, AMO, FCM, all Ontario municipalities.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

Sincerely,

Justine Brotherston
Municipal Clerk

CC: Minister of Finance, MPP Racinsky, ROMA, AMO, FCM, all Ontario municipalities.