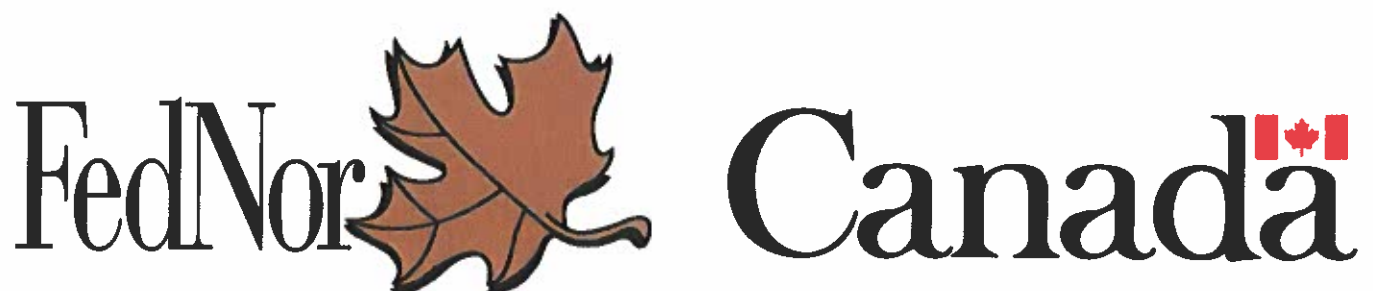




Patricia Area Community Endeavours

ANNUAL REPORT

2019-2020



BOARD OF DIRECTORS

Michelle Price, Chair

Representing the City of Dryden
A Member of the Board since 2019

Richard Wetelainen, Vice Chair

Member at Large
A Member of the Board since 2005

Roger Gould, Secretary

Member at Large
A Member of the Board since 2019

John Bath, Treasurer

Representing the Municipality of Sioux Lookout
A Member of the Board since 2011

Debbie Hart, Director

Representing the Municipality of Ignace
A Member of the Board since 2019

Larry Fraser, Director

Member at Large
A Member of the Board since 2011

Rob McClendon, Director

Member at Large
A Member

Jeremy Millar, Director

Representing the Municipality of Pickle Lake
A Member of the Board since 2019

Garry Parkes

Representing the Municipality of Machin
A Member of the Board 2009-2012 and since
2019

Joe Ruete, Secretary

Member at Large
A Member of the Board 2015-2020

Don Yurkiw, Director

Member at Large
A Member of the Board since 2016

Many thanks to Joe Ruete who stepped down from the Board for his years of service on the PACE Board of Directors and as Secretary.

COMPANY PROFILE

Patricia Area Community Endeavours Inc. (PACE) is a Community Futures Development Corporation committed to helping our communities develop and implement local solutions to local problems by providing financial support to organizations that, in collaboration with others, can provide support to small and medium-sized enterprises and Social Enterprises and to undertake appropriate community economic development initiatives.

PACE serves the communities of Dryden, Eagle Lake First Nation, Ignace, Lac Seul First Nation, Machin, Pickle Lake, Sioux Lookout, Wabigoon Lake Ojibway Nation, and all areas in between.

We are able to foster economic stability,

growth and job creation; create diversified and competitive local rural economies; and build economically sustainable communities through offering the following services:

- Business advice, counselling, support, and information
- Access to capital for small and medium-sized enterprises and social enterprises
- Strategic community planning and development
- Community economic development

Our services are made possible through a contribution from the Government of Canada through FedNor.

2019-2020 Staff

Executive Director—Caroline Goulding
carolineg@pace-cf.on.ca

Business Development Coordinator—Noreen Cox
noreenc@pace-cf.on.ca

Administrative Assistant—Sandra Ostman
reception@pace-cf.on.ca

EXECUTIVE DIRECTOR'S REPORT

The 2019-2020 year was my first full year within my role as Executive Director, and what a first year it was! This has been a very unique time, the COVID-19 pandemic and subsequent emergency orders necessitated radical changes to our own operations and the operations of the businesses that we serve.

The early stages of the pandemic were an incredibly busy time for PACE. From May to August we were able to loan almost our entire RRRF contribution to businesses in need. Within the three month period we did an equal number of loans compared to the last four year period. Staff worked diligently to quickly process and evaluate applications in order to get funds into the hands of businesses that needed them.

During part of the year, staff worked from home. While adjusting to new working circumstances, staff were able to evaluate and process more loans in a single period than we had in entire years past as well as provide significantly more business counselling services than prior years. Despite the changing work circumstances, staff were able to continue to offer a high level of customer service to our clients. I was impressed by staff's ability to pivot to a new way of working and an increase in service demand without any change to the quality in services offered.

This year has also seen changes in our Board executive with Michelle Price taking over the role of Chair and Roger Gould the

role of Secretary. PACE owes many thanks to the outgoing executive members Rob McClendon and Joe Ruete for their years of service as members of the Executive.

I am very proud of what our organization was able to accomplish this year. The staff and Board worked hard to adjust operations to the pandemic realities and continue to offer a high level of service to the community while keeping ourselves and our clients safe.

Respectfully,
Caroline Goulding



CHAIR'S REPORT

As you know 2020 has been an extremely challenging year to say the least. I was nominated as Chair this summer and immediately begin to deal with the fall out of the pandemic on businesses. Members from the board were given the task of reviewing loan applications for the funding program provided by the government (RRRF Program). Throughout the summer the committee reviewed and approved an unprecedented number of loans. This job was taken with extreme seriousness to make sure that each applicant was fully reviewed to ensure that the business met the criteria and would not put the business into more financial hardship. Outside of the RRRF application the PACE board continued to hold meetings and make decisions virtually, to say the least we have had to adapt.

The staff continued to provide services as well as in depth counselling, interviews to loan and non-loan clients. In fact the staff responded to increase in general inquiries compared to last year. The Staff also have been busy with completion of action items in the 2019-2022 strategic plan, this includes updating and finetuning policies and procedures.

Although businesses were grateful for the available loans through RRRF and CEBA there is much concern if small businesses would be able to survive with additional debt burden. Additional financial help was provided to businesses in the form of a non-repayable PPE contribution to help with the cost of cleaning supplies, masks, etc. We

continue to work with FedNor having recently signed a new contribution agreement. PACE also recently received approval for the Mentorship and Incubation project application. This project will assist local businesses in start-up, scale-up, and recovery.

With 2020 nearing an end, I look forward to working with PACE Staff and Board in 2021. I feel the challenge will still be there for our businesses however, hope the end is near with this pandemic. We will help them pick up the pieces and rebuild.

Respectfully,
Michelle Price,
Chair

COMMUNITY DEVELOPMENT

Under our operating agreement with FedNor, PACE can fund action-oriented:

- Sector-based projects in various sectors of importance to local and regional communities
- Economic development infrastructure projects that build economic development capacity and infrastructure
- Information and communications technology projects that promote and develop more effective uses of these technologies
- Other eligible projects, as determined by the Board

This year was incredibly busy with PACE participating or leading a number of initiatives. It was also a unique year which saw some of our regular community development activities, like Bizkids, cancelled and the creation of new projects related to COVID-19.

We led or partnered on three funders forums, two were held in person earlier in the year and featured representatives from RBC, BMO, TD, CIBC, and PARO. COVID-19 led to the cancellation of a third in-person Funders Forum. Later in the year we partnered with PARO to offer an online forum

that featured representatives from the Canada Revenue Agency, Northwestern Business Centre, and Northwestern Innovation Centre. The virtual PACE also participated in the Thunder Bay Come North event.

We became involved in projects geared to the tourism sector including participating on working groups focussed on the development of an RV/Auto Touring route, a tourism diversification project in Sioux Lookout and the Pickle Lake tourism action strategy.

Staff also participated on a number of local boards and committees including the REDO Committee and the Dryden Public Library Board. Staff also began piloting a new non-profit Board training project that would see staff advise new non-profit boards on best practices and governance. The Executive Director also worked with sector partners to develop a training series for library board members.

PACE funded the development of two strategic plans by the City of Dryden. These plans included their municipal strategy plan as well as a Community Improvement Plan.

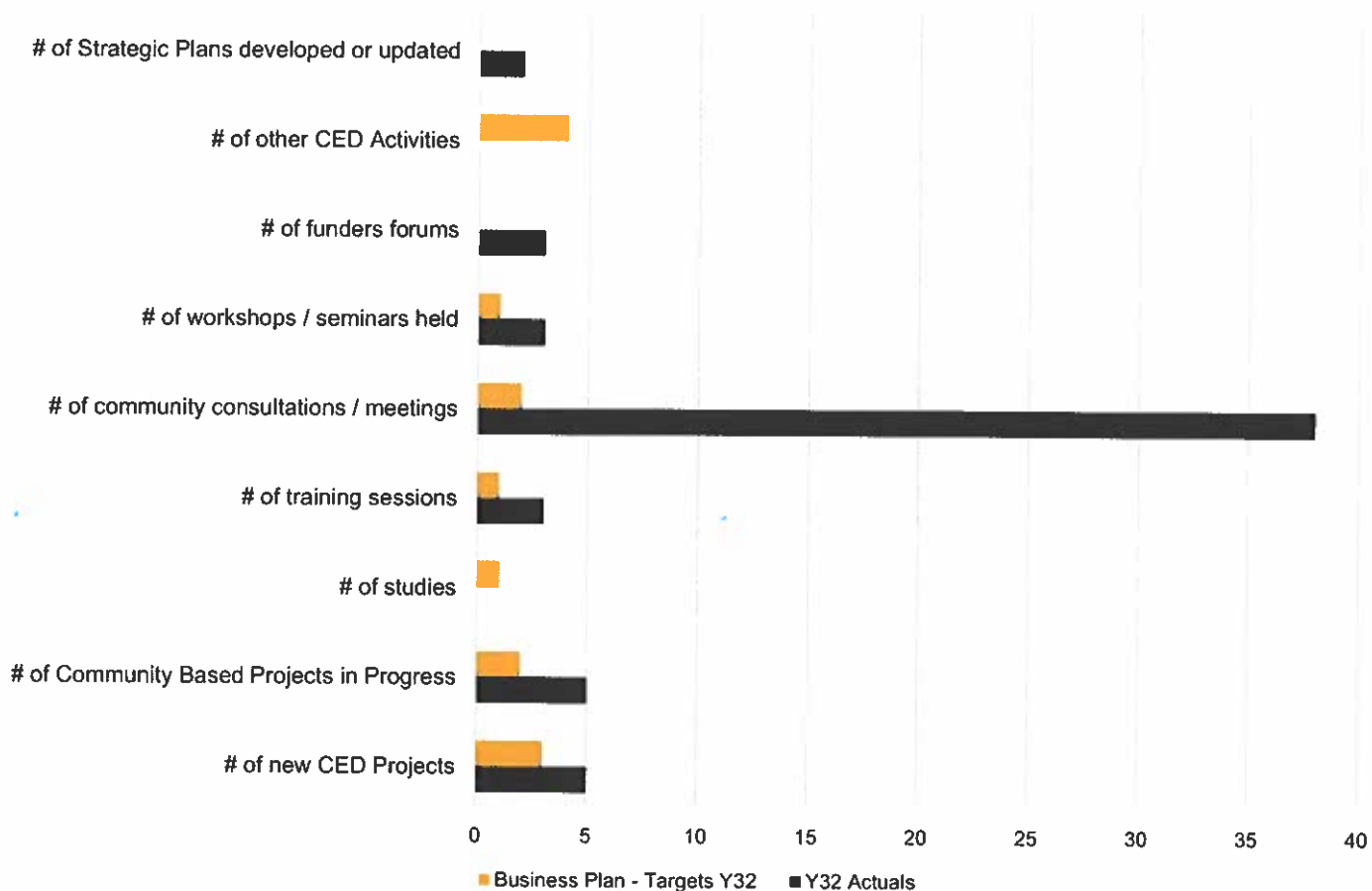
With the advent of the COVID-19 pandemic, our community development plans shifted.

PACE offered businesses a non-repayable contribution of up to \$500 to offset the costs of purchasing new personal protective equipment. We also participated in a large number of community consultations regarding the impact COVID-19 had on communities and businesses. Projects included a partnership with the Northwest Training and Adjustment Board on COVID-19

education, the topics covered included managing teams remotely, work sharing, temporary lay offs, and the wage subsidy.

Overall, PACE achieved 7 of the 9 CED targets we set within our business plan. We also engaged in significantly more community economic development projects and activities than in previous years.

Community Economic Development



REGIONAL RELIEF & RECOVERY FUND

PACE was the recipient of Stream 2 Regional Relief and Recovery funding from the Government of Canada. This new funding allowed us to better support businesses through the pandemic. The funding was intended to benefit those businesses that either could not access Canada Emergency Business Account (CEBA) funding or whose needs were greater than what CEBA could support.

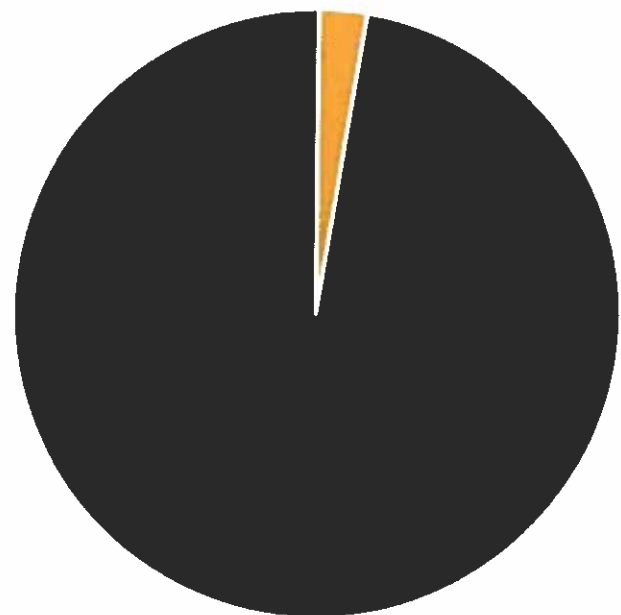
The RRRF Loan terms included 0% interest and no principal repayments to December 2022. If 75% of the funding is repaid prior to that date, and a business did not receive CEBA funding, the loan recipient will have up to 25% of the their loan forgiven.

PACE recognizes that many businesses were required to take on unplanned debt in the wake of provincial emergency orders to close all non-essential businesses. The RRRF helped us support those business that were impacted by the pandemic.

In total PACE was able to assist 28 clients through the RRRF during this fiscal year. The majority of these clients came from the tourism sector which has been heavily hit by the ongoing rolling border closures. While many tourism businesses are now able to open their doors, the absence of international travellers is continuing to impact many of these businesses. PACE was also able to

assist a number of “main-street” businesses through the RRRF.

Further RRRF funds should be received in the second quarter of the 2020-2021 fiscal. Additionally, PACE is able to cover COVID-19 recovery funding through our investment fund, the terms would be different to RRRF but we encourage any businesses that may need this funding to reach out to PACE.



■ RRRF Remaining ■ RRRF Loaned

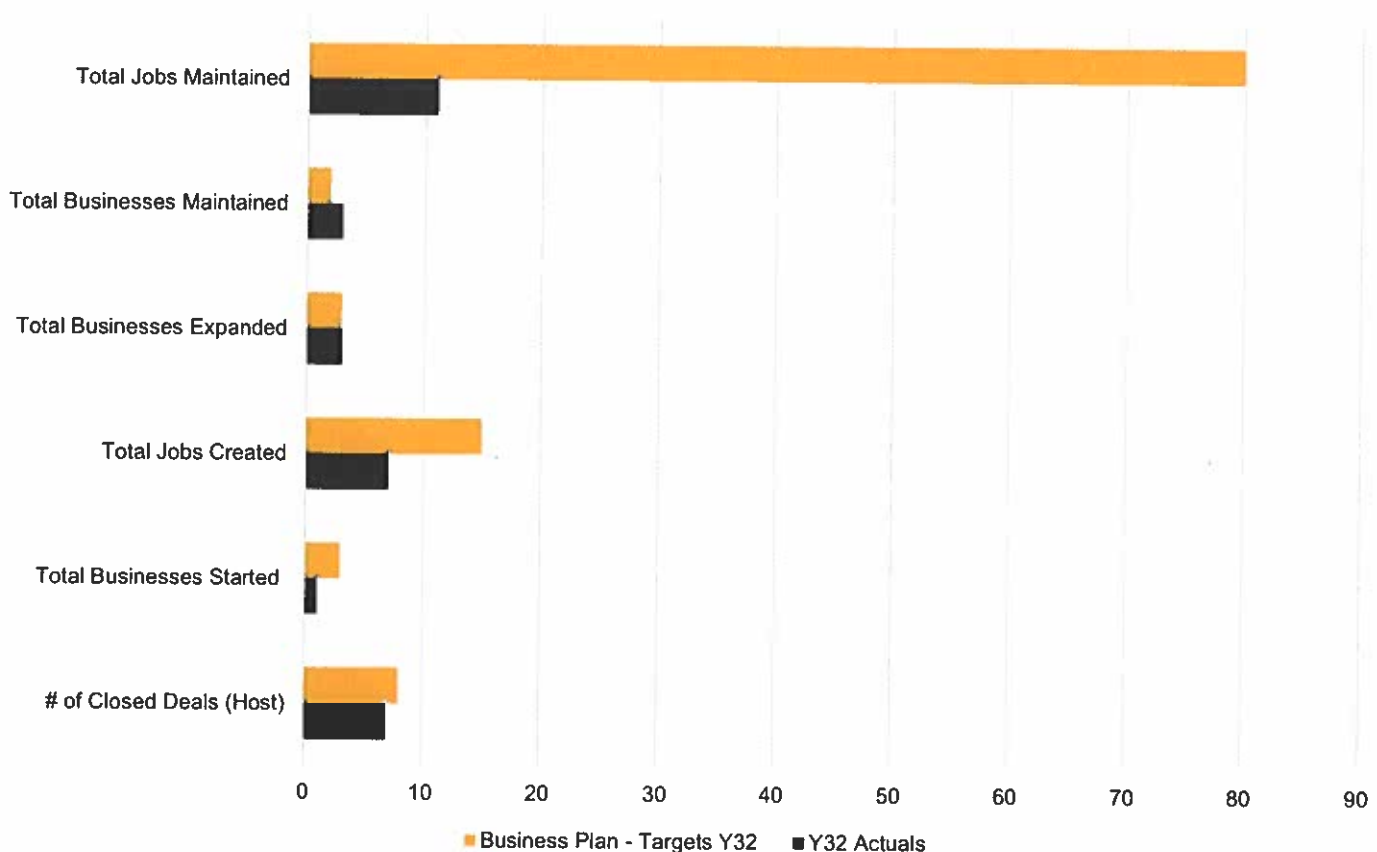
INVESTMENT FUND

PACE provides the tools required to encourage job creation and small business ownership through Small Business Loans, micro loans, loan guarantees and equity investments. It should be noted that statistics related to the 28 RRRF loans that were completed within this fiscal are not included within our Investment Fund statistics, as the RRRF is a separate fund. Accordingly, this section of the annual report only provides a

small picture of the loan activity that PACE was engaged in this year.

Before COVID-19, new opportunities for PACE to invest were imminent. When businesses were forced to close their doors however, this changed and accounts for the smaller number of investment loans disbursed in Y32. This in turn affected the number of both jobs and businesses created, maintained or expanded for the fiscal year.

Investment Fund



INVESTMENT FUND

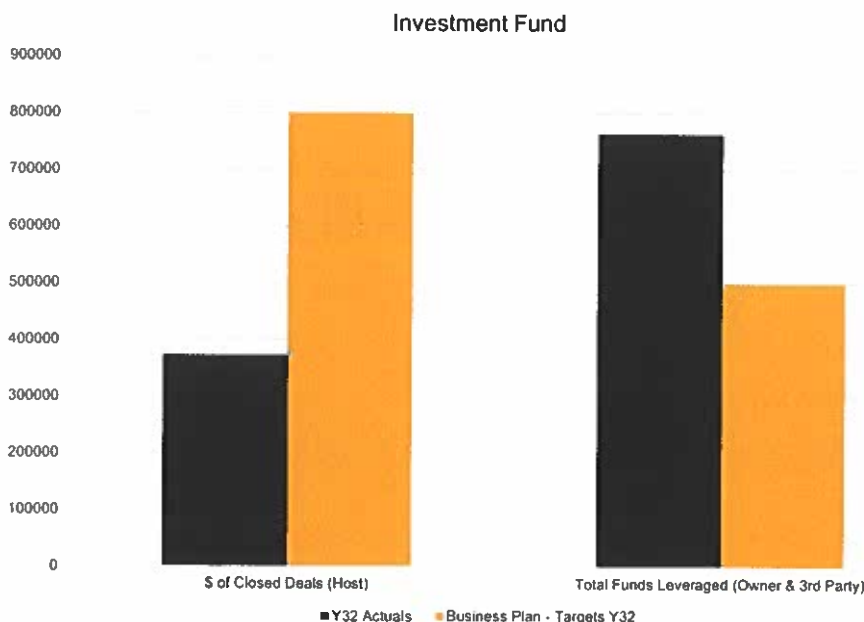
The direct investments that PACE makes in businesses help to underpin many economic chains. Using Statistics Canada indirect multiplier for jobs for each industry, we can forecast that new loans made this year lead to the creation of 38-54 indirect jobs and maintained 101-135 indirect jobs.

New investments help to stimulate growth, however prior investments can continue to provide a positive benefit to the community. Those loans had previously created or maintained 194 jobs. It can be argued that on an ongoing basis those investments have lead to the maintenance of an additional 135-214 indirect jobs within the region.

The fiscal year started strong with a sizeable investment to one of our communities in the first quarter. This loan also assisted with bringing leveraged funds above the business plan target. PACE partnered with PARO on two micro loans in early 2020, however once COVID-19 arrived things took a turn for investments and the focus shifted to relief and recovery for businesses to survive the pandemic. Prior the RRRF PACE assisted businesses through loans from the Investment Fund.

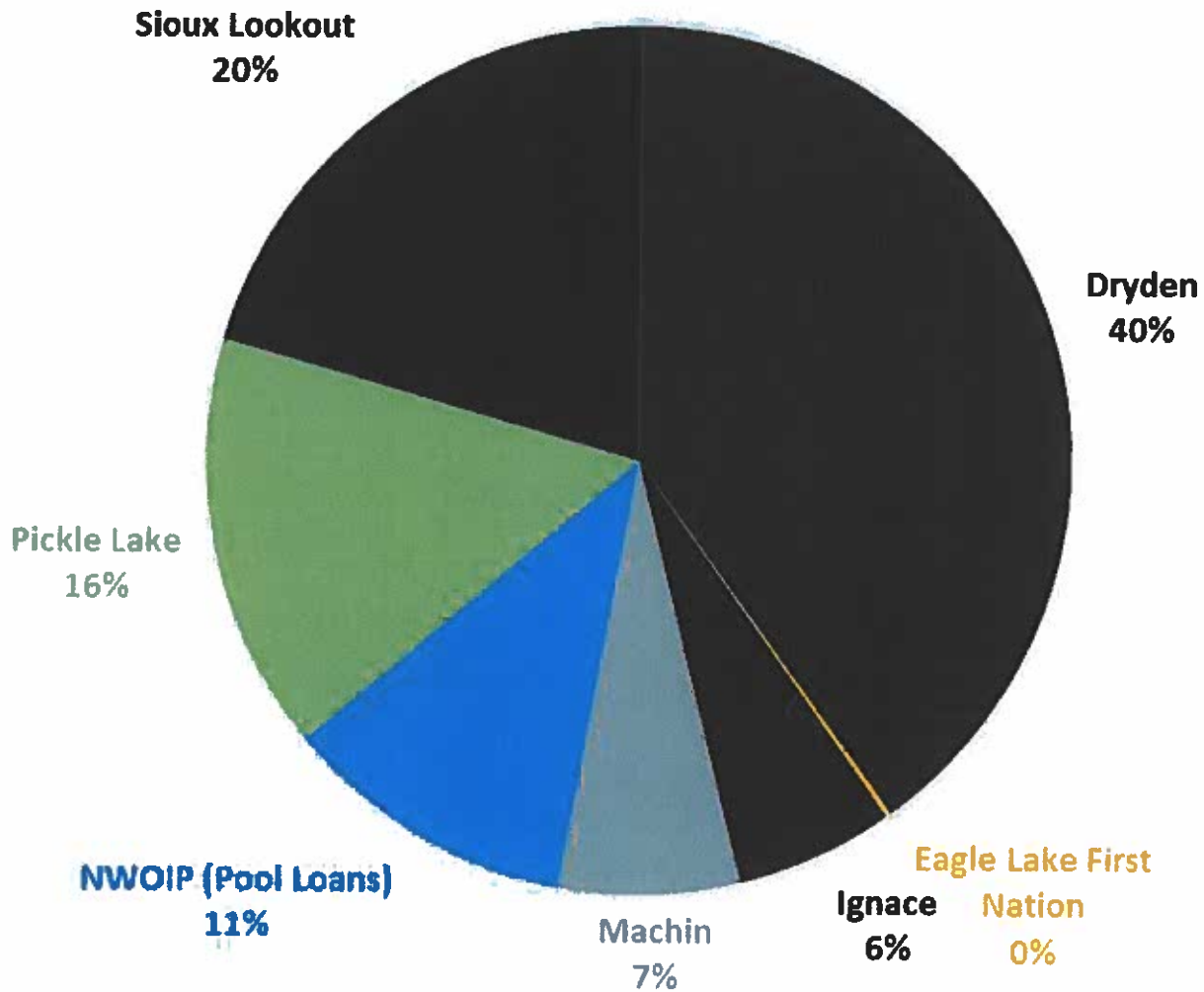
As the second wave of COVID-19 is rolling over the province, PACE is positioned to continue to help businesses through our Investment Fund and any additional relief and recovery funding from the Government

of Canada. It should be noted that adding the debt burden of small businesses is not a sustainable recovery model. PACE will advocate for new non-loan supports from government.



Amount Invested by Community

AMOUNT INVESTED



<u>Community</u>	<u>Amount Invested</u>
Dryden	\$ 552523.40
Eagle Lake First Nation	\$ 3199.40
Ignace	\$ 81060.75
Machin	\$ 94348.55
NWOIP (Pool Loans)	\$ 151,599.93
Pickle Lake	\$ 215825.72
<u>Sioux Lookout</u>	<u>\$ 283852.21</u>
Total	\$ 1382409.96

BUSINESS COUNSELLING

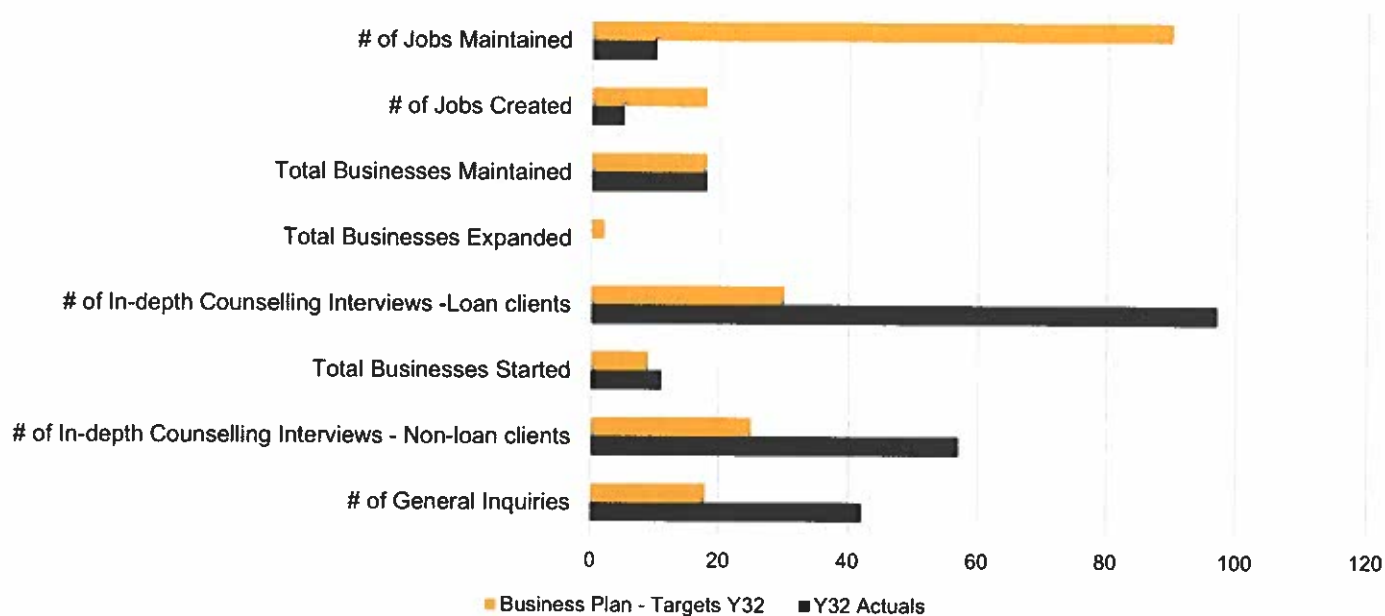
Through business counselling, PACE offers advice on different business topics, including business planning, budgeting, government remittances, and any other inquiries related to starting up, maintaining, expanding, or purchasing a business. We offer this service through one on one meetings, email, and by phone.

Because of COVID-19, PACE did more business counselling than in recent years. There was a 68% increase in the number of general inquiries, a 256% increase in the number of in-depth interviews with non-loan clients and a 83% increase in in-depth

interviews with loan clients over last year, as businesses were looking for help navigating these difficult times. There was a 126% increase in the number of entrepreneurs who received advice that resulted in a business being started or maintained this year.

While it is difficult to predict how things will progress in the next fiscal year, many businesses are surviving in the area. Business owners will need to become inventive and adapt to the outcome of the pandemic. It is the hope that more residents support our local entrepreneurs and help them with recovery going forward.

Business Counselling



COMMUNICATION PLAN UPDATE

As with many plans this year, COVID-19 required a rapid shift in communications objectives for the year. We were able to reach some of the planned communications objectives during the year as well as new objectives.

As planned, PACE sought out motivational speakers on relevant topics and engaged partners to share funding. We partnered with NTAB to bring speaker Penny Tremblay to talk about managing teams remotely and law firm O'Neil and Associates to talk about temporary lay-offs, work sharing, and the wage subsidy. We partnered with PARO on a virtual funders forum as well.

PACE funded two strategic plan this year which was in line with our communications objective to engage every community in developing a strategic plan.

PACE continued to utilize the multiple marketing means outlined within the plan including our newsletters, Chamber and BIA email blasts, Facebook, and our website. PACE increased the number of Facebook Posts made this year by 87%. Posts with the highest amount of reach, post clicks, and interactions were advertisements for PACE in general or for specific PACE programs (RRRF, PPE, etc.), shared posts from our partners, and advertisements for seminars that PACE was hosting. PACE also launched #BusinessTipTuesday posts where we shared tips and information for entrepreneurs on relevant subjects.

In relation to COVID-19, PACE set a number of goals related to communications. At the outset of the pandemic PACE focussed on raising awareness about funding options from PACE as well as government sources. Once we received Regional Relief and Recovery Funding, PACE had the objective of allocating the funding in a geographically equitable manner. This objective was reached by focussing on an engaged broad reaching marketing strategy.

PACE allocated 97% of the RRRF received during this past fiscal year. We achieved a satisfactory level of geographic disbursement and received applications from a wide range of communities.

RRRF Geographic Disbursement	
Community	Approved
Dryden	9
Ignace	4
Machin/Vermillion Bay	4
Sioux Lookout	7
Other*	4
TOTAL	28

*Where a single RRRF loan was made in a community the data has been suppressed

STRATEGIC PLAN UPDATE

Patricia Area Community Endeavours has made significant progress towards completing the goals outlined within our 2019-2022 Strategic Plan. To date, two thirds of the goals are considered complete, one third are a part of a project we just received funding approval for, and one third are incomplete.

Completed goals represent the creation of ongoing processes. PACE is committed to continuing this work. These goals are:

- Working with Community Partners to establish a series of training seminars, speakers, and presentations that mesh with common themes in their economic strategies and target market sectors
- Utilize relevant training opportunities for all staff
- Continue to foster regional goodwill by hosting meetings of Regional EDOs/EDMs (Note that all in person meetings have been cancelled, PACE is committed to hosting this meetings again once they are in person)
- Emphasize Regional Economic Development where applications for partnership funding must be supported by REDO
- Work with NBC to promote their program which supports entrepreneurship, planning, and training through funding from the province
- To ensure the continuity of the organization and through planning and training, post

Board documents in an accessible format

- Have the Board receive quarterly reports regarding FedNor Benchmarks

There are two outstanding strategic goals which are related to the application PACE made for FedNor funding to develop a mentorship and incubation project. PACE just received approval for this project and will be working towards achieving these goals in the coming year:

- Establish a regional mentorship and/or business planning program to give existing businesses access to experienced business mentors
- Establish a business incubator and leverage our existing digital network to facilitate support for meetings, deliver workshops, establish a pilot program for Technology Office Initiative to provide support to Small Business Owners

PACE intends to focus on the two remaining outstanding goals in the coming year:

- Research feasibility of hiring or facilitating the hiring of a proposal writer who would be responsible for the preparation of grant applications
- Maintain close contact with the Ec Dev committees in the region to ensure they are aware of and utilize our skills and services and we are aware of their needs. Provide support where appropriate (strategic planning, as per CED benchmarks)

OUTLOOK 2020-2021

The 2020-2021 fiscal year will be the first year within our new operating contract. PACE has created a Business Plan to chart our course over the next 5 year period. This plan reflects the priorities of the communities we serve and the region as a whole.

Within the next year we will prioritize the sections of our business plan related to tourism, succession planning and co-working spaces. PACE will remain flexible in responding to the changing needs of the community.

We are prepared for additional waves of the pandemic impacting the communities and businesses we serve. As gathering sizes and phases change based on epidemiology PACE is ready to respond with loan products and business counselling that fit the needs of our stakeholders. This includes allocating the next phase of the RRRF.

Tourism will remain an ongoing focus as we work to support those businesses that have seen dramatic reductions in revenue due to the rolling border closures. Shifting target markets from American-centred models to a more diverse client base will be a priority. Given current epidemiological projections both North and South of the border, the rolling closures may continue well into 2021. PACE is prepared to respond to the needs of operators

who may lose a second season or experience a limited season in 2021. It will be important that we continue to work together with multiple stakeholders to appropriately respond to the needs of operators.

PACE will continue to engage in the community development projects that we have in progress. Moving into the next fiscal year we will also be engaging in a Board recruitment drive to try and ensure representation from the communities within our catchment.

This next year will no doubt bring many challenges as the pandemic continues to impact the economy. It will also bring opportunities for PACE to support businesses and communities. We are prepared to meet these challenges and work to strengthen the regional economy.



QUESTIONS ABOUT THIS REPORT? SEND THEM TO:

Caroline Goulding
Executive Director
carolineg@pace-cf.on.ca
807-221-3293



Patricia Area Community Endeavours
A Community Futures Development Corporation



The Corporation of the Township of Ignace
Ignace Community Nuclear Liaison Committee Meeting
Tuesday, November 17th, 2020 at 6:00 pm
<https://zoom.us/j/8744416818>

Attending: Members

Penny Lucas, Chair
Diana Baril, Vice-Chair
Lee Kennard
Cindy Stark
Tyler Peacock
Kelvin Davenport
Roger Dufault
Brad Greaves
Debbie Hart
Max Lederer

NWMO

Rachelle Davenport
Chantelle Gascon
Caitlin Burley
Joe Heil
Daila Delescaille
Damara Delescaille
Vince Ponka
Billy Moore
Peter Keech
Mehran Behazin
Rebekah Wilson

Guests

There were 8 members of the public present for the meeting.

1. Call to Order

The meeting was called to order at 6:00 pm with Marco Hinds in the Chair as per the Terms of Reference for the final meeting of the year.

2. Approval of Agenda

Verbal Motion: # 2020-1117-1

Moved by: Penny Lucas

Seconded by: Cindy Stark

That, the agenda of the Ignace Community Nuclear Liaison Committee dated November 17th, 2020 be approved as presented.

Carried

Ignace Community Nuclear Liaison Committee Minutes
November 17th, 2020 at 6:00 pm

3. Disclosure of Pecuniary Interest and the General Nature Thereof

There was no disclosure of pecuniary interest for this Ignace Community Nuclear Liaison Committee Meeting of Council this the 17th day of November, 2020.

4. Approval of Previous Minutes

Verbal Motion: # 2020-1117-2

Moved by: Debbie Hart

Seconded by: Cindy Stark

That, the minutes of the ICNLC meeting dated October 20, 2020 be approved as presented.

Carried

5. NWMO presentation – The Journey of Water

The presentation introduced the idea that groundwater has an “age” which can vary in the subsurface. The age is key to understanding water and its flow, which can be used to demonstrate safety in site characterization to find a geosphere that has very slow moving groundwater.

6. Deputation- Susan Gagne of Ignace Public Library

The deputation was retracted as other streams of funding were located for the Library’s computer upgrades.

7. Business Arising from the Minutes

a. Opposition Speaker

Marco Hinds reported that the ICNLC is currently scheduling speakers for 2021. A list of possible speakers was compiled with the goal in mind to have all of them eventually present, with one presentation every other month. At January’s meeting we will have Mayor David Ryan of the City of Pickering sharing his perspective of living in a nuclear community.

Ignace Community Nuclear Liaison Committee Minutes
November 17th, 2020 at 6:00 pm

8. Old Business

There was no old business to discuss.

9. New Business

- a. As per the Terms of Reference, the Chair and Vice-Chair of the ICNLC Committee for January 2021 were elected. Diana Baril and Brad Greaves were nominated for the post of Chair. Brad Greaves was voted in as the new ICNLC chair. Cindy Stark and Diana Baril were nominated for the post of Vice-Chair. Cindy Stark was voted in as the new ICNLC chair.

b.

Verbal Motion: # 2020-1117-3

Moved by: Debbie Hart

Seconded by: Tyler Peacock

That, the ICNLC accepts the election of Brad Greaves for the post of Chair and Cindy Stark for the post of Vice-Chair.

Carried

- c. The next meeting date for the ICNLC was chosen to be January 19th, 2021

Verbal Motion: # 2020-1117-4

Moved by: Penny Lucas

Seconded by: Debbie Hart

That, the ICNLC approves the 19th of January, 2021 as the date for its next meeting.

Carried

d. Engagement Update: ICNLC

Kimberly Richards reported that she organized 2 streams of PAL courses, as well as 2 streams of First Aid courses. Both course are filled to capacity. Marco provided information about a bee-keeping initiative that has been proposed by Reagan Breeze who would like to host a Junior Bee Keeping course in Ignace in the coming spring. He is able to accommodate up to 20 persons in this course. The course will run throughout the spring and summer months. The cost is \$200/person. Reagan is able to offer a discount on the bee-keeping suits, allowing participants to purchase suits for \$40.

10. Regional Partner Updates

Tyler Peacock updated the Committee that the City of Dryden continues to observe COVID-19 precautions while carrying out its operations. The city is finalizing some request for proposals that will be put out to the public soon. Next Monday Dryden's Delivery of Service review final report will be presented to council. The city recently finished a project with a company called ClearPoint Strategy and municipal's dashboards are available on the city website for public viewing. The City of Dryden has created a Working Circle which includes a mixture of City of Dryden representatives, council, business owners, and members of the public. Information on the Working Circle can be found on CKDR's website. We have also been working on awareness in our organization to bring senior staff up to speed with different NWMO educational sessions, which has been overall very well received, with excellent attendance.

11. Township Updates

Mayor Penny Lucas gave an update for the Township. November 30th is the next and final Council meeting for 2020. The Township Office is closing for the holidays from noon the 24th of December 2020 and reopening on the 4th of January, 2021 at 9:00 am. Petrina Taylor was employed as the new Communications Specialist at the Township of Ignace. Jeff Lederer, the Planning and Development Manager of the Township of Ignace gave an update as well. The official draft plan will be presented to council for approval on November 30th, 2020, as well as the draft plan for the new zoning bylaw. The final reading for the zoning bylaw will hopefully be happening in February or March. The Silver Tops Committee is currently working with the Township of Ignace to design and develop and get approval for a new 20 unit senior center for housing. The Community Capacity Study is currently underway as well, which assesses the different services in the community to determine what the

capacity is for future population growth in the town and what services need to be improved upon. A final draft is aimed to be released in March, 2021. In conjunction with BDO Dunwoody, the Township of Ignace is also pursuing a Community Modernization Program. BDO Dunwoody will be assisting with the new service delivery, as well as reviewing Ignace's new organizational chart, as the upper management has decided that the Township would be better served as a leadership team made up of senior managers, and therefore will not be hiring a CAO. The Highway Corridor Study will be starting sometime in the New Year, which will include urban design guidelines, as well as improvements to the Plaza. The local group of the Garden Gnomes have worked with the Township to spruce up the town with well attended flower planters around town. The Township has subsequently purchased 23 new flower planters to be distributed around the community for the Garden Gnomes to oversee, and options are being reviewed for some new seating arrangements for around town. Jeff also mentioned that Kimberly Richards has completed nine different designs for highway corridor banners, which will be unveiled after the Christmas season. The Township is also currently revamping the Community Improvement Plan to allow the application to become more streamlined. Both Jeff and Penny sit on the Social Pillar in the City of Dryden, which primarily pertains to homelessness and safety within the region. The Township is currently partnering with the NWMO in developing a Youth Engagement Strategy to guide who we seek to carry out our youth initiatives in the community.

12. NWMO updates

a. Communications Update

Vince Ponka gave the Communications update. NWMO sent out the Egg Drop media release for the robust package testing that took place in Ignace. There will also be an upcoming media release as NWMO is continuing its' sponsorship of the Roots to Harvest, which is a not-for-profit group in Thunder Bay that provides, among other things, emergency food access during the COVID-19 pandemic. Another media release that will be made soon pertains to the seismic testing that will be taking place soon in the Ignace region. In regards to social media, Niisha Kwe has announced that she will be organizing another opposition walk in August 2021.

b. Environmental Update

Ignace Community Nuclear Liaison Committee Minutes
November 17th, 2020 at 6:00 pm

Billy Moore gave the Environmental Update. Currently the Baseline Monitoring program is ongoing since 2017 in consultation with Tulloch Environmental. Due to COVID-19 the spring and summer testings were not able to be collected, however the fall testings were completed on October 19th, 2020. 11 out of 12 sites were tested for both surface water and sediment sampling. Due to physical distancing protocols, the 12th site was not able to be accessed at this time. The community based Tissue Sampling Program was aimed to be up and running by this time, however, there have been issues due to additional requirements from MRNF Permitting. NWMO is hoping to have the program open publicly by early 2021.

c. Engagement Update and student reports

Daila Delescaille informed the committee that last month NWMO made surveys, which they sent out to the community via mail drop and there have been a lot of positive comments and interest in learning more about the community baseline studies. November 23rd will be the launch of the Crest Design Contest, where participants have the opportunity to submit artwork for a chance at having their design chosen to be made into crests for use in the baseline study as a reward for participants. The contest will go on for about a month of December 23rd, 2020. This contest is open to all Ontario residents. 11 crest designs will be chosen.

Damara gave an update that on October 24th, Kyla, Rachelle, Daila, and Damara went to Dryden to help decorate the Laura Howe Marsh as a haunted trail for Halloween. On October 27th they hosted the Egg Drop contest.

d. Indigenous Report

Joe Heil reports that the staff he works with continues to reach out on a weekly basis to all of the community with which they have Learn-More agreements. Communications with Wabigoon Ojibway Nation has been made at least twice a week. Wabigoon has been going through a series of hires to help build up their environmental department, which they now have four people currently working in (One manager and three staff). They have also hired a communications specialist, who has also been assisting NWMO with a lot of field work. More recently, Wabigoon has technical, planning, and executive meetings to focus on development goals. At a recent planning meeting it was discussed that Wabigoon leadership would like to meet with the leadership team in Ignace within the next month or so, with COVID-19 regulations permitting.

e. Technical Update

Rachelle Davenport read Geoff Crann's Technical update which reported that recent field work includes: internal work purging of intervals and boreholes in preparation for sampling, micro seismic contractor mobilization, and the instillation of a micro seismic monitoring station at borehole site #4 has been completed, and the assessment of eight

Ignace Community Nuclear Liaison Committee Minutes
November 17th, 2020 at 6:00 pm

potential future sites has been undertaken, including one location in town. They are currently also reviewing the current seismic background noise measurements collected. The local contractor Ricci's has been hired to clear trails into the borehole sites. Upcoming preparation for trail grooming, long term ground water contract mobilizing to perform pressure profiling in boreholes #1 and #3 to acquire interim ground water sampling via the installed multi-level monitoring systems. The 2D seismic surveyor will be mobilizing around November 26th. This is expected to last between two to three weeks.

f. Transportation Update

Caitlin Burly said that engagement surrounding the draft transportation framework is ongoing. NWMO is continuing to receive feedback through online and in person contacts. NWMO will be doing a presentation to the municipality of Dryden on December 14th. There has been excellent attendance to the recent Draft Transportation Framework Workshops held by Caitlin in Ignace, and in South Bruce there has also been open house where there was opportunity for residents to engage on the framework. These workshops have been primarily virtual due to COVID-19.

g. Regional Manager Update

Rachelle reported that NWMO has wrapped up visioning and the draft report will be brought to council, along with the summary that the Township of Ignace provided. Due to the situation surrounding COVID-19, plans for in-person workshops were not able to be brought to fruition. Virtual workshops, drop in sessions, social media, workbooks, phone in options and other avenues of engagement opportunities were implemented instead. From the information gleaned from the draft report and studies that have been done previously, it is suffice to say that the thoughts and visions of the community of Ignace have not varied over the last few years. The NWMO had previously asked the Township of Ignace for a question that they would like included in the community survey. However, due to COVID-19, the survey has been postponed to 2021. Upcoming, Rachelle and Geoff will be giving a high level presentation to the Regional Economic Development Organization on what NWMO is all about. Natural Resources of Canada has asked NWMO to lead the development of Canada's strategy for low and intermediate level radioactive waste. Due to the pandemic, this engagement will largely be made online. Minister of Natural Resources, Seamus O'Regan, sent a letter to Laurie Swami, President and CEO of NWMO, regarding the long term management of nuclear waste in Canada. He requested a comprehensive review of the policy framework of the nuclear waste storage in Canada and to have it revised as necessary.

Ignace Community Nuclear Liaison Committee Minutes
November 17th, 2020 at 6:00 pm

13. Correspondence and Information

The ICNLC received a letter from new a resident of Ignace who is interested in receiving information about the project. An information package was sent out to him.

14. Adjournment

Verbal Motion: #2020-1117-5


Moved by: Debbie Hart

Seconded by: Penny Lucas

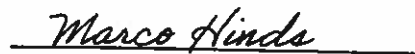
That, the meeting of the Ignace Community Liaison Committee dated November 17, 2020 be closed at 8:15 p.m.

Carried

The next meeting of the Ignace Community Nuclear Liaison Committee will be Tuesday, January 19th, 2020 via Zoom.



Brad Greaves, Chair



Marco Hinds, Project Manager

IGNACE Logo Variations



2. IGNACE with solid light gray rock (no outline)



3. IGNACE with rough gray rock (no outline)



1. IGNACE with solid light gray rock with inner white line

January 21, 2021

MEMORANDUM

Subject: Board of Directors Remuneration
For the year ended December 31, 2020

This memorandum confirms that **Lucas, Penny** received the following remuneration while serving as a Board Member for the Kenora District Services Board:

Board Honorarium	\$1,750.00
Board Meeting per Diem	1,500.00
Committee per Diem – AUDIT	.00
Committee per Diem – GOVERNANCE	.00
Other Board Participation	250.00
Travel Reimbursement:	
Accommodation	.00
Flights	.00
Meals	.00
Mileage	378.78
<u>TOTAL</u>	<u>\$3,878.78</u>

If you require any further information, you may contact me at cowen@kdsb.on.ca or 807-223-2100 extension 2223.

Sincerely,



Corrine Owen, CPA, CGA
Director of Finance

The Corporation of the Township of Ignace Report

To: Council

From: Penny Lucas, Mayor

Date: Feb. 3/2021

Subject: AMO Health Task Force – Long Term Care Sub-Committee

BACKGROUND

The AMO Health Task Force of which I am a member, set up a sub-committee to respond to the Provincial Long-Term Care COVID 19 Commission's study on improving the response to the long-term care outbreak in Ontario. The attached report contains forty-nine (49) recommendations.

As the Municipality contributes funding to help maintain the District of Kenora Homes for the Aged, I thought Council and the Ignace community might be interested in reading the report.

For your information, I would point out that Kevin Queen who is the CAO and Administrator for the three homes in the Kenora District (Red Lake, Kenora & Dryden) was part of this sub-committee as was Don McCormick, CAO Rainy River District Social Services Board.

Respectfully submitted,
Penny Lucas, Mayor



Penny Lucas, Mayor



Improving the Long-Term Care Outbreak Response in Ontario

AMO's Final Submission to the Long-Term Care COVID-19
Commission

January 2021

Improving the Long-Term Care Outbreak Response in Ontario: AMO's Final Submission to the Long-Term Care COVID-19 Commission

Executive Summary - List of Recommendations

The Association of Municipalities of Ontario (AMO) submits the following recommendations to the Commission on behalf of the municipal governments that operate 100 (16%) of the 626 long-term care (LTC) homes in Ontario.

Topic	Recommendations
Vision for Long-Term Care (LTC) & Leadership Culture	<ol style="list-style-type: none"> 1. The Ministry of Health, Ministry of Long-Term Care, and the Ministry for Seniors and Accessibility, should co-develop a vision with the long-term care (LTC) sector that recognizes while LTC is part of the health care continuum, LTC homes should not be treated or operationalized as health care institutions. 2. The Ministry of Long-Term Care should work with the LTC sector to foster a common culture that is distinct from acute care and build capacity for strong and empowered leadership in LTC. 3. The Ministry of Long-Term Care should facilitate the development of a specialized Centre of Excellence for municipal and non-profit homes to promote strong leadership in the sector. 4. The Ministry of Health and Ministry of Long-Term Care should require that there be Infection, Prevention and Control (IPAC) accountability at the highest level of management, and that there be a clear reporting structure on IPAC matters. 5. The Ministry of Long-Term Care and the Ministry of Colleges and Universities should work with post-secondary institutions to ensure that curriculums of professional health programs include an understanding of the culture of LTC and appropriate applicability of IPAC measures in the setting. 6. The Ministry of Labour, Skills Training and Development and the Ministry of Long-Term Care should work with the LTC sector to examine the overall labour relations environment in LTC and explore potential ways to improve that environment.
Public Health and Safety	<ol style="list-style-type: none"> 7. The Ministry of Health should continue to prioritize COVID-19 vaccinations of LTC home residents, staff, and essential caregivers, as rapidly as possible, and where feasible, facilitate vaccinations for staff on site. 8. The Ministry of Health should continue to prioritize COVID-19 testing of LTC home staff, residents, volunteers, and visitors, and that test results be shared with LTC home management as quickly as possible. 9. The Ministry of Health should conduct an awareness campaign to address vaccine hesitancy among health care workers.

Topic	Recommendations
	<ol style="list-style-type: none"> 10. The Ministry of Health and the Ministry of Long-Term Care should review the adequacy of IPAC programs under the <i>Long-Term Care Homes Act, 2007</i> in preventing and managing infectious disease outbreaks. 11. The Ministry of Long-Term Care should continue to increase operational funding to implement effective IPAC measures in homes (i.e. place an IPAC specialist in each home and increase IPAC training and guidance to all LTC staff). 12. The Ministry of Long-Term Care should continue to enhance funding for the minor capital funding program to support operators to improve structural compliance and enable more effective IPAC in homes. 13. The Ministry of Health should continue to support homes in addressing inventory management challenges of personal protective equipment (PPE) and ensure that LTC homes are prioritized for appropriate PPE. 14. The Ministry of Health, in partnership with the Ministry of Long-Term Care, should invest in local public health workforces to address the needs of the increasing complexity of the pandemic response in LTC homes and maintain critical core public health services at the same time. 15. The Ministry of Health should increase local public health and provincial (i.e. Public Health Ontario) resources for IPAC and outbreak management in LTC homes. 16. The Province should ensure immediate access to resources is provided, including staff and professional teams, to assist homes in outbreak. 17. The Ministry of Health and Ministry of Long-Term Care should review the IPAC hub and spoke model and establish a Framework of Values to ensure that the hospital institutional based approach is mindful, appropriate, and adaptable for LTC home settings.
Funding	<ol style="list-style-type: none"> 18. The Ministry of Long-Term Care should provide municipal governments with adequate, sustainable funding that reflects the true costs of operating a LTC home, including special consideration for smaller LTC homes. 19. The Ministry of Long-Term Care should enhance provincial funding to effectively redevelop existing municipal and not-for profit homes, particularly those with 3-4 bed wards. 20. The Ministry of Long-Term Care should increase core operational funding by at least at the rate of inflation (reflective of sectoral costs), across all funding envelopes every year. 21. The Ministry of Long-Term Care should extend and maintain the High Wage Transition Fund for at least the duration of the COVID-

Topic	Recommendations
Planning and Communications	<p>19 pandemic and consult with AMO and other LTC sector associations about future replacements for the Fund.</p> <p>22. The Province must have representation from municipal LTC homes in regional, systems planning, and implementation tables from the beginning when managing any similar scale outbreak responses in the future.</p> <p>23. The Province should focus on LTC homes at the same time as hospitals in future outbreaks.</p> <p>24. The Province should ensure that the Province, Local Health Integration Networks (LHINs), local public health units, and in the future Ontario Health Teams, work collaboratively to ensure consistent messaging and a structured and respectful response from local health partners to support LTC homes.</p>
Staffing Measures	<p>25. The Province should begin immediately actioning the December 2020 LTC Staffing Plan.</p> <p>26. The Ministry of Health should develop a health human resources strategy to address staffing issues, especially in northern and rural areas that face human resources challenges.</p> <p>27. The Province should invest resources in better training for PSWs and explore ways to regulate the PSW profession that does not have a negative impact on current and future PSW staffing in LTC homes throughout the province.</p> <p>28. The Ministry of Long-Term Care should continue funding as a priority for new caregiver roles outside of the traditional PSW and nursing workloads.</p> <p>29. The Province must continue to extend the Emergency Orders to allow redeployment of staff into the LTC sector until the pandemic ends or when staffing issues are fully addressed, whichever happens first.</p> <p>30. The Province should expand the issuance of pandemic pay to a broader range of staff in LTC homes, including nurses, other staff who do front-line work, as well as their supervisors.</p> <p>31. The Ministry of Long-Term Care should ensure that AMO and other LTC sector associations are represented in the Province's technical working group that will discuss how to improve working conditions (including increased full-time work and compensation).</p>
Care for Residents	<p>32. The Ministry of Long-Term Care should commit to full 100% provincial funding for the average of four hours of care per resident per day and accelerate the implementation.</p> <p>33. The Ministry of Health must immediately reverse the changes and reductions to pharmacy funding on a permanent basis to support LTC pharmacy services over the long-term.</p>

Topic	Recommendations
	<p>34. The Ministry of Long-Term Care should enhance specialized support programs, including Behavioural Supports Ontario, Physician Assistants, and specialized Nurse Practitioners to complement staffing levels in LTC homes as well as review the base funding model for residents with responsive behaviours.</p> <p>35. The Ministry of Long-Term Care should provide dedicated funding for consistent training to build staff competencies related to emotionally focused and person-centred care to manage dementia and other responsive behaviours.</p> <p>36. The Ministry of Long-Term Care should review the adequacy of the existing design standards to ensure that current and future LTC homes supports all residents, including those with dementia.</p> <p>37. The Province (including the Ministry of Long-Term Care, Ministry of Health, and the Ministry of Seniors and Accessibility) should incentivize campuses of care when considering new bed development decisions.</p> <p>38. The Ministry of Long-Term Care and the Ministry of Health should work to foster a more collaborative approach to admissions to LTC during a pandemic situation, especially when transferring residents from acute care.</p> <p>39. The Ministry of Long-Term Care and the Ministry of Health should provide residents and families with standardized education and training across the sector related to personal protective equipment, infection prevention and control, diversity, and inclusion, and provide the resources needed to assist with this including training sessions and webinars for residents, essential care providers, and families.</p> <p>40. The Ministry of Long-Term Care should develop a strategy, in consultation with Indigenous People and ethno-cultural groups, and provide resources to support the long-term care sector to develop culturally safe and responsive programming through training, development of resource toolkits and staffing measures.</p>
Inspections – Enforcement and Compliance	<p>41. The Ministry of Long-Term Care should take a risk-management approach to inspections that achieves a better balance between enforcement for underperforming LTC homes and facilitate coaching for compliance for high-performing LTC homes.</p> <p>42. The Ministry of Long-Term Care should facilitate the collection and dissemination of best practices around inspections and provide training opportunities through a Centre for Excellence for the not-for-profit and municipal LTC sector.</p> <p>43. The Province should strengthen the role of IPAC inspections during outbreak situations, and better coordinate inspections by the Ministry of Long-Term Care, Public Health and the Ministry of Labour related to IPAC.</p> <p>44. The Ministry of Health and the Ministry of Long-Term Care should provide further guidance and direction on how IPAC Hubs,</p>

Topic	Recommendations
	Ministry of Labour inspectors, and public health inspectors should work together for greater effectiveness.
Mental Health and Well-Being	<p>45. The Ministry of Health, the Ministry of Long-Term Care, and the Ministry for Seniors and Accessibility should ensure that the LTC sector has access to mental health specialists and a plan to address the broad mental health needs of LTC home residents, staff, and their caregivers that will remain long after COVID-19.</p> <p>46. The Ministry of Health and the Ministry of Long-Term Care should continue to work with LTC sector associations to review visitors' policies, including for essential caregivers, to strike an appropriate balance between health and emotional well-being considerations.</p> <p>47. The Ministry of Long-Term Care should invest in virtual technology and better broadband access and other means of connection to address the social isolation felt by LTC residents.</p>
Palliative Care Delivery	<p>48. The Ministry of Long-Term Care should train and support homes around the adoption of a palliative care approach.</p> <p>49. The Ministry of Long-Term Care should ensure that LTC staff members are equipped with training on palliative care delivery.</p>

Introduction

The Association of Municipalities of Ontario (AMO) is a non-partisan, non-profit association representing municipal governments across the province. Municipal governments work through AMO to achieve shared goals and meet common challenges. As the frontline order of government closest to people, municipal governments are active players in Ontario's health system that understand the health needs of local communities.

Although health is a provincial responsibility under Canadian federalism, municipal governments, and District Social Service Administration Boards (DSSABs) co-fund and deliver several health services. These services assist with health-related needs in the community that improve local population health outcomes. Long-term care (LTC) is one of those health services – although not all municipal governments are required to operate a LTC home.

Municipal governments operate 100 (16%) of the 626 LTC homes in Ontario that are mandated under the *Long-Term Care Homes Act, 2007*. Municipal homes pride themselves on providing high quality services and safe environments for their residents. In support of that work, AMO [continues to advocate](#) for improvements for seniors and the LTC sector.

Participation in the Commission

AMO appreciates the concerted efforts of the Long-Term Care COVID-19 Commission (Commission) to investigate how and why coronavirus (COVID-19) spread in LTC homes, what was done to prevent the spread, and the impact of key elements of the existing system on the spread.

Since the Commission was launched by the Ontario Ministry of Long-Term Care in July 2020, AMO has provided the Commission with perspectives from municipally operated LTC homes who have been impacted by COVID-19. Interim recommendations were submitted to the Commission in October 21, 2020 (Appendix A), and we [met with the Commission](#) on October 26, 2020.

This submission provides a set of final recommendations for the Commission to consider in its report to the provincial government. In our view, implementing these changes will help the Province address successive waves of the COVID-19 pandemic and mitigate against a similar occurrence of an infectious disease outbreak in LTC homes in the future.

Context

Given that not all municipal governments operate LTC homes, AMO makes recommendations that affect policy, planning, and supports (financial and non-financial), rather than detailed technical operational advice. The Commission is encouraged to consider the operational advice provided by individual municipal LTC home operators, and AdvantAge Ontario – the association that represents municipal and non-profit LTC service providers.

AMO's recommendations were created through the collective effort of a dedicated sub-working group of AMO's Health Task Force. The group is comprised of elected officials and municipal staff who work in LTC, public health, and other municipal services (see Appendix B for a list of members).

This group brought unique and diverse perspectives from across all areas of the province and AMO appreciates their efforts, particularly given their other priorities.

The AMO Health Taskforce and Board of Directors have also endorsed this submission.

Recommendations

The COVID-19 pandemic disproportionately impacted residents in LTC homes and exposed the structural weaknesses in the LTC system. As of January 29, 2021, there have been 14,346 resident cases and 5,858 staff cases in Ontario. Tragically 3,491 residents and 11 staff have lost their lives to this disease.¹

Although municipal LTC homes have been affected by COVID-19, those operators have fared better in both the number of COVID-19 cases and deaths compared to those seen in not-for-profit and for-profit LTC homes.²

Based on the collective expertise and experience in managing COVID-19 in the LTC sector thus far, AMO submits 48 recommendations for action across nine (9) themes:

- Vision for LTC & Leadership Culture
- Public Health and Safety
- Planning and Communications
- Staffing Measures
- Care for Residents
- Funding
- Inspections - Enforcement and Compliance
- Mental Health and Well-Being

The recommendations outlined in this paper are built on the premise that all the players involved with long-term care, in their respective roles and responsibilities, need to be adequately resourced. Ultimately, long-term care needs to be guided by a systems approach based on who can do what is best for the homes and residents. To ensure that residents receive the quality care they deserve in healthy and safe environments, all players across the health care continuum must work in a collaborative and coordinated manner. This is likely to include a longer-term exploration of options and possibilities, which municipal governments would welcome.

¹ Government of Ontario. COVID-19 in Long-Term Care Homes. <https://covid-19.ontario.ca/data/long-term-care-homes> (accessed January 29, 2021).

² Nathan M. Stall et al. CMAJ. August 17, 2020. "For-profit long-term care homes and the risk of COVID-19 outbreaks and resident deaths." <https://www.cmaj.ca/content/192/33/E946> (accessed January 8, 2021).

I. Vision for Long-Term Care & Leadership Culture

At its core, LTC is part of the continuum of health care, and should be integrated, but not subsumed into the health care sector. That is because LTC homes are distinct in their vision and purpose. Different from a retirement home or supportive housing, LTC homes are places where adults receive emotionally focused and person-centred care and receive help with most or all daily activities and have access to 24-hour nursing and personal care.³

Under the *Long-Term Care Homes Act, 2007*, a LTC home is primarily the home for its residents. It is to be operated as a place in which its residents may live with dignity and in security, safety and comfort and have their physical, psychological, social, spiritual, and cultural needs adequately met.⁴ This reality is fundamentally different from a hospital's institutional or acute-health care mindset.

With the needs between the residential and institutional care so vastly different, so is the culture and leadership required. Experience with the COVID-19 pandemic has shown that LTC needs a vision and culture that reflects the true nature of LTC homes. The sector must welcome leaders into the sector and promote leadership from within all levels of the organization. A strong and empowered leadership is critical to attract and retain the highest quality staff that can deliver emotionally focused and person-centered care to residents, and build an environment that staff want to work in, and residents want to live

Once a strong vision and leadership culture for LTC is in place, the sector can begin sharing this information with professional health programs and work on systemic improvements across the labour relations environment.

³ Government of Ontario. About Long-Term Care. <https://www.ontario.ca/page/about-long-term-care> (accessed January 8, 2021).

⁴ Government of Ontario. LTCHA Guide, Phase 1. http://health.gov.on.ca/en/public/programs/ltc/docs/ltcha_guide_phase1.pdf (accessed January 8, 2021).

Vision for LTC & Leadership Culture: Recommendations

1. The Ministry of Health, Ministry of Long-Term Care, and the Ministry for Seniors and Accessibility, should co-develop a vision with the long-term care (LTC) sector that recognizes while LTC is part of the health care continuum, LTC homes should not be treated or operationalized as health care institutions.
2. The Ministry of Long-Term Care should work with the LTC sector to foster a common culture that is distinct from acute care and build capacity for strong and empowered leadership in LTC.
3. The Ministry of Long-Term Care should facilitate the development of a specialized Centre of Excellence for municipal and non-profit homes to promote strong leadership in the sector.
4. The Ministry of Health and Ministry of Long-Term Care should require that there be Infection, Prevention and Control (IPAC) accountability at the highest level of management, and that there be a clear reporting structure on IPAC matters.
5. The Ministry of Long-Term Care and the Ministry of Colleges and Universities should work with post-secondary institutions to ensure that curriculums of professional health programs include an understanding of the culture of LTC and appropriate applicability of IPAC measures in the setting.
6. The Ministry of Labour, Skills Training and Development and the Ministry of Long-Term Care should work with the LTC sector to examine the overall labour relations environment in LTC and explore potential ways to improve that environment.

II. Public Health and Safety

Excellence in LTC requires effective leadership and access to specialized expertise, including in Infection Prevention and Control (IPAC). The COVID-19 pandemic demonstrated the critical role that enhanced IPAC measures played in curbing the spread of the virus. Other lessons that have been learned include:

- While hospitals play an important role in supporting LTC homes that are in outbreak, consideration must be given to the difference in LTC culture (e.g. homes, not institutions). A mutually agreed upon framework of care would be useful, as would an exploration of where public health can be a bridge between the LTC homes and hospitals.
- Testing of LTC home residents, staff, and essential caregivers is critical and results should have been prioritized. Adequate staff and dedicated funding was sorely needed.
- LTC staff should be vaccinated in the LTC home where feasible to avoid requiring LTC staff to travel to a congregate setting (e.g. hospital).
- IPAC measures were most effective when an IPAC specialist was provided to every home. It allowed for higher standards, greater training and guidance to other LTC staff.
- PPE inventory management and prioritizing PPE for LTC homes were measures needed at the earliest stages of the pandemic and ideally before it began.
- More public health resources for IPAC and outbreak management in LTC was sorely needed, and current resources on the ground are stretched to capacity.

AMO is encouraged to see PPE inventory management was provided for new and existing staff during 2020 and continues in 2021, and the Ministry of Long-Term Care's new IPAC guidance (January 2021) has been helpful. To implement this and make effective IPAC a long-term reality beyond the pandemic, dedicated IPAC staffing, equipment and supplies, and most of all ongoing funding will be needed.

Assistance when warranted is crucial from all orders of government including the Red Cross Teams and the Canadian Armed Forces. Other resources can also be brought to bear including municipal Community Paramedicine programs. It is important though that additional provincial funding should support this and cover 100 percent of the cost. The provincial pilots to serve people waiting for admission to LTC homes can also be leveraged if there is a need to control new admission during outbreaks.

Public Health and Safety: Recommendations

7. The Ministry of Health should continue to prioritize COVID-19 vaccinations of LTC home residents, staff, and essential caregivers, as rapidly as possible, and where feasible, facilitate vaccinations for staff on site.
8. The Ministry of Health should continue to prioritize COVID-19 testing of LTC home staff, residents, volunteers, and visitors, and that test results be shared with LTC home management as quickly as possible.
9. The Ministry of Health should conduct an awareness campaign to address vaccine hesitancy among health care workers.
10. The Ministry of Health and the Ministry of Long-Term Care should review the adequacy of IPAC programs under the *Long-Term Care Homes Act, 2007* in preventing and managing infectious disease outbreaks.
11. The Ministry of Long-Term Care should continue to increase operational funding to implement effective IPAC measures in homes (i.e. place an IPAC specialist in each home and increase IPAC training and guidance to all LTC staff).
12. The Ministry of Long-Term Care should continue to enhance funding for the minor capital funding program to support operators to improve structural compliance and enable more effective IPAC in homes.
13. The Ministry of Health should continue to support homes in addressing inventory management challenges of personal protective equipment (PPE) and ensure that LTC homes are prioritized for appropriate PPE.
14. The Ministry of Health, in partnership with the Ministry of Long-Term Care, should invest in local public health workforces to address the needs of the increasing complexity of the pandemic response in LTC homes and maintain critical core public health services at the same time.
15. The Ministry of Health should increase local public health and provincial (i.e. Public Health Ontario) resources for IPAC and outbreak management in LTC homes.
16. The Province should ensure immediate access to resources is provided, including staff and professional teams, to assist homes in outbreak.
17. The Ministry of Health and Ministry of Long-Term Care should review the IPAC hub and spoke model and establish a Framework of Values to ensure that the hospital institutional based approach is mindful, appropriate, and adaptable for LTC home settings.

III. Funding for Sustainability and Viability

Adequate funding is required to sustain and improve the quality and safe care that LTC residents deserve. Current funding levels and funding allocation models are not keeping pace with the increasing acuity of residents. Provincial funding, including emergency funding, should be adequate, sustainable and reflect the true costs of operating a LTC home. Funding is key to implementing many of the recommendations outlined in this submission.

Decades of underfunding have stretched the capacity of municipal LTC homes to manage with the additional costs associated with the COVID-19 pandemic, let alone to meet the basic needs of residents in normal operating circumstances. In 2021 and beyond, municipal governments will have to manage rising pandemic costs and declining revenue across several program areas. They cannot afford to continue to fill in the gap where core operating, and capital funding is lack from the Province.

Regarding redevelopment, the Ministry of Long-Term Care needs to fund and prioritize the redevelopment of existing municipal LTC homes that still have 3- and 4-bed wards to build a sustainable and viable LTC sector.

In the meantime, the Province's must find an alternative to the High Wage Transition Fund that they have committed to sunset in March 2021. Not replacing the Fund will result in less funding for LTC services and may lead to service reductions. The Fund must continue past March 2021, as it provides thousands of dollars of funding each month which has likely been integrated into 2021 budgets already. Municipal homes have incorporated this into base funding over the years and has used it to support higher wages in the sector which is essential to aid employee recruitment and retention.

Municipal governments support the creation of a provincial technical working group to review components of the LTC funding model (e.g. Case Management Index and High Intensity Needs Fund). AMO can bring a unique perspective to that working group on behalf of municipal LTC homes.

Funding: Recommendations

18. The Ministry of Long-Term Care should provide municipal governments with adequate, sustainable funding that reflects the true costs of operating a LTC home, including special consideration for smaller LTC homes.
19. The Ministry of Long-Term Care should enhance provincial funding to effectively redevelop existing municipal and not-for profit homes, particularly those with 3-4 bed wards.
20. The Ministry of Long-Term Care should increase core operational funding by at least at the rate of inflation (reflective of sectoral costs), across all funding envelopes every year.
21. The Ministry of Long-Term Care should extend and maintain the High Wage Transition Fund for at least the duration of the COVID-19 pandemic and consult with AMO and other LTC sector associations about future replacements for the Fund.

IV. Planning and Communications

Effective planning and communications were vitally important to evidence-based decision-making in the sector during the COVID-19 pandemic. Input from the LTC sector was critical in developing regional systems planning, and implementation strategies, and needed earlier at the pandemic's onset.

Many municipal LTC homes found that communication and coordination at the provincial level was unsatisfactory initially around the pandemic. The Ministry of Long-Term Care, the Ministry of Health, the Office of the Chief Medical Officer of Health, and local public health units did not always issue clear guidance and direction, and at times there was a lack of consistency between what was provided by these groups.

Moreover, when conditions changed, direction was not always adapted and communicated out quickly to LTC homes. Sometimes the Province's directives were communicated late on Friday that required implementation on a Saturday or by Monday. That did not allow for enough lead time to implement the required changes correctly and communicate out to residents, staff, volunteers, and their families.

In both scenarios, LTC homes were left to navigate through and make decisions in good faith and with best intentions. Fortunately, this has improved over the course of the pandemic.

Going forward, the Province needs to work collaboratively with Local Health Integration Networks (LHINs), local public health units, and in the future Ontario Health Teams, to ensure there is consistent messaging and a structured and respectful response from local health partners to support LTC homes.

The Province should rely on expertise of the LTC sector, and earlier, when managing any similar scale outbreak responses in the future. This cooperation will help the Province prepare responses for LTC homes at the same time as hospitals.

Planning and Communications: Recommendations

22. The Province must have representation from municipal LTC homes in regional, systems planning, and implementation tables from the beginning when managing any similar scale outbreak responses in the future.
23. The Province should focus on LTC homes at the same time as hospitals in future outbreaks.
24. The Province should ensure that the Province, Local Health Integration Networks (LHINs), local public health units, and in the future Ontario Health Teams, work collaboratively to ensure consistent messaging and a structured and respectful response from local health partners to support LTC homes.

V. Staffing Measures

The longstanding staffing challenges in LTC were exacerbated by the COVID-19 pandemic. It showed how challenging it is to successfully recruit and retain critical staff in a time of crisis. Many municipal homes needed to 'staff up' and are now facing the second wave with less staff than in the first one.

AMO supports the Province's use of Emergency Orders to ensure that staff can redeployed into the LTC sector at least until the pandemic ends. This allows municipal LTC homes to leverage existing staff to fill gaps left due to illness or other accommodations needed for existing LTC staff.

By contrast, the issuance of "pandemic pay" to only a select group of PSW workers was problematic during the pandemic. The Province should address the wage compression and morale issues that have inadvertently been created by issuing pandemic pay to only a subset of staff in LTC homes.

The Ministry made considerable improvements to staffing through both their [July 2020 Staffing Study](#) and their [December 2020 Long-Term Care Staffing Plan](#). The actions outlined in the Staffing Plan (and reiterated from the Staffing Study) must be implemented immediately. Adequate and dedicated funding is also needed to ensure these changes can be successfully implemented to manage the COVID-19 pandemic, and beyond.

It is important that the Ministry of Health and the Ministry of Long-Term Care work together to develop an overall health human resource plan, or else the Staffing Plan will be implemented in isolation that may have unintended consequences. There are shortages of health professionals from physicians to nurses to personal support workers (PSWs), which is why AMO was encouraged to see both the demand and supply issues around PSWs and registered nursing staff identified in the Staffing Plan.

Municipal LTC homes and AMO should be involved with the Province's technical working group to identify opportunities, best practices, and potential barriers to enhance scheduling methods and increase full-time positions.

Any efforts to improve working conditions for LTC workers and promote more full-time employment should consider impacts on other sectors that support seniors to age in place and defer admission into a LTC home. One such sector is home and community care. PSWs in both LTC and home and community care should receive similar treatment or else there will be migration to the employers that pay the best. This retention issue is already seen where LTC homes lose staff to hospital employers.

In the meantime, the Ministry of Long-Term Care should continue funding new caregiver roles outside of the traditional PSW and nursing workloads. These additions have been invaluable resources for residents and LTC staff.

Staffing Measures: Recommendations

25. The Province should begin immediately actioning the December 2020 LTC Staffing Plan.
26. The Ministry of Health should develop a health human resources strategy to address staffing issues, especially in northern and rural areas that face human resources challenges.
27. The Province should invest resources in better training for PSWs and explore ways to regulate the PSW profession that does not have a negative impact on current and future PSW staffing in LTC homes throughout the province.
28. The Ministry of Long-Term Care should continue funding as a priority for new caregiver roles outside of the traditional PSW and nursing workloads.
29. The Province must continue to extend the Emergency Orders to allow redeployment of staff into the LTC sector until the pandemic ends or when staffing issues are fully addressed, whichever happens first.
30. The Province should expand the issuance of pandemic pay to a broader range of staff in LTC homes, including nurses, other staff who do front-line work, as well as their supervisors.
31. The Ministry of Long-Term Care should ensure that AMO and other LTC sector associations are represented in the Province's technical working group that will discuss how to improve working conditions (including increased full-time work and compensation).

VI. Care for Residents During COVID-19, and Beyond

AMO was pleased to see the Province commit to increase direct care for LTC residents to an average of [four hours per resident per day](#) by 2024-25. The response was well received by the many stakeholders who called for the increase the levels of direct care, and to sustain existing services to help protect residents. Municipal governments look forward to more details on about the initiative, including how the Ministry of Long-Term Care will provide funding, and define what hours are captured in that standard.

Municipal governments appreciate the pause on changes to the pharmacy funding during the pandemic and would recommend that the Ministry of Health reverse permanently the previous decision. Other areas that could increase resident care include enhancing resources to support residents with responsive behaviors to manage during COVID-19 and in future outbreaks.

Caring for residents during outbreaks of COVID-19 presented challenges for those with responsive behaviors as it was more difficult to ensure that LTC residents with higher acuity did not pose a higher transmission risk to other residents, staff, and essential caregivers.

COVID-19 also highlighted the need to:

- Foster a more collaborative approach to admissions to LTC during a pandemic situation, especially when releasing residents from acute care back to LTC;
- Review the base funding model for residents with responsive behaviours;
- Dedicate funding for consistent training to build staff competencies related to emotionally focused and person-centred care to manage dementia and other responsive behaviours; and
- Enhance specialized support programs, including Behavioural Supports Ontario, Physician Assistants, and specialized Nurse Practitioners to complement staffing levels in LTC homes.

The Ministry of Long-Term Care should review the adequacy of the existing design standards to ensure that current and future LTC homes supports all residents, including those with responsive behaviours such as dementia. One opportunity is to make changes during redevelopment, either through supporting smaller living spaces, or redesigning spaces within them. When considering new bed decisions, the Province should take into consideration the campus of care model, and a holistic view of the needs for seniors and LTC residents.

The Ministry of Long-Term Care should develop standardized education and training across the sector related to PPE, IPAC, and diversity and inclusion. The Ministry should provide the resources needed to assist with this including training sessions and webinars for residents, essential care providers and families.

Attention is also needed to ensure that culturally safe and responsive programming is provided even through outbreak situations. Provincial support could assist the LTC sector to help create the conditions to achieve this. Appropriate consultation with Indigenous People and ethno-cultural groups is necessary as part of this effort.

Care for Residents: Recommendations

32. The Ministry of Long-Term Care should commit to full 100% provincial funding for the average of four hours of care per resident per day and accelerate the implementation.
33. The Ministry of Health must immediately reverse the changes and reductions to pharmacy funding on a permanent basis to support LTC pharmacy services over the long-term.
34. The Ministry of Long-Term Care should enhance specialized support programs, including Behavioural Supports Ontario, Physician Assistants, and specialized Nurse Practitioners to complement staffing levels in LTC homes as well as review the base funding model for residents with responsive behaviours.
35. The Ministry of Long-Term Care should provide dedicated funding for consistent training to build staff competencies related to emotionally focused and person-centred care to manage dementia and other responsive behaviours.
36. The Ministry of Long-Term Care should review the adequacy of the existing design standards to ensure that current and future LTC homes supports all residents, including those with dementia.
37. The Province (including the Ministry of Long-Term Care, Ministry of Health, and the Ministry of Seniors and Accessibility) should incentivize campuses of care when considering new bed development decisions.
38. The Ministry of Long-Term Care and the Ministry of Health should work to foster a more collaborative approach to admissions to LTC during a pandemic situation, especially when transferring residents from acute care.
39. The Ministry of Long-Term Care and the Ministry of Health should provide residents and families with standardized education and training across the sector related to PPE, IPAC, diversity, and inclusion, and provide the resources needed to assist with this including training sessions and webinars for residents, essential care providers, and families.
40. The Ministry of Long-Term Care should develop a strategy, in consultation with Indigenous People and ethno-cultural groups, and provide resources to support the LTC sector to develop culturally safe and responsive through training, development of resource toolkits and staffing measures.

VII. Inspections – Enforcement and Compliance

LTC home inspections are an important way to ensure that LTC residents are receiving high-quality services and living in healthy and safe environments.

Municipal LTC homes support the need for regular, ongoing inspections, and that there should be consequences for negligent inaction by home operators.

However, the Ministry of Long-Term Care's approach to inspections is currently considered punitive and not collaborative as it was practiced in the past. Some municipal LTC homes describe the current approach as judgmental or a process of 'blaming and shaming.' This contributed negatively to an already stressful situation, and the found that these inspections did not yield the results that were intended.

To that end, the Ministry of Long-Term Care should take a risk management approach to inspections and review the culture and manner of inspections is. Rather than a punitive approach, a risk management approach would encourage that inspections be done in a more collaborative and assistive way to help homes especially in times of crisis.

It would also allow high-performing homes who fared well in the COVID-19 pandemic to benefit from coaching for compliance, while providing the necessary enforcement measures for under-performing homes that need it most. There should also be a greater emphasis on collecting, sharing, and promoting best practices so that LTC homes of all types can learn from each other.

Inspections, Enforcement and Compliance: Recommendations

41. The Ministry of Long-Term Care should take a risk-management approach to inspections that achieves a better balance between enforcement for underperforming LTC homes and facilitate coaching for compliance for high-performing LTC homes.
42. The Ministry of Long-Term Care should facilitate the collection and dissemination of best practices around inspections and provide training opportunities through a Centre for Excellence for the not-for-profit and municipal LTC sector.
43. The Province should strengthen the role of IPAC inspections during outbreak situations, and better coordinate inspections by the Ministry of Long-Term Care, Public Health, and the Ministry of Labour related to IPAC.
44. The Ministry of Health and the Ministry of Long-Term Care should provide further guidance and direction on how IPAC Hubs, Ministry of Labour inspectors, and public health inspectors should work together for greater effectiveness.

VIII. Mental Health Supports for Residents and Staff

The emotional health and well-being of LTC residents, staff, caregivers, and their families are something that needs to be addressed well after the COVID-19 pandemic ends. Almost 40% of LTC homes are in outbreak as of January 29, 2021,⁵ which has put great strain on already overworked staff who have had to implement strict lockdown measures and all the while, keep residents safe and calm in the face of increasing deaths.

It is critical the Ministry of Long-Term Care support LTC homes in address the broad mental health needs of LTC home residents, staff and their caregivers that will remain long after COVID-19. That

⁵ Government of Ontario. COVID-19 in Long-Term Care Homes. <https://covid-19.ontario.ca/data/long-term-care-homes> (accessed January 29, 2021).

could include providing LTC residents and staff access to mental health specialists and implementing strategies in the Staffing Plan to alleviate the current staffing shortages. Doing so will help staff do their jobs effectively, reduce residents' challenging responsive behaviours, and assist caregivers and families in the process.

The input and support of family and friends is critical, especially during an emergency situation. Social isolation of residents can occur during lockdowns and restricted contact by family, friends, and volunteers. Virtual technologies, with proper broadband access, may be employed to address this and mitigate social isolation.

Mental Health and Well-Being: Recommendations

45. The Ministry of Health, the Ministry of Long-Term Care, and the Ministry for Seniors and Accessibility should ensure that the LTC sector has access to mental health specialists and a plan to address the broad mental health needs of LTC home residents, staff, and their caregivers that will remain long after COVID-19.
46. The Ministry of Health and the Ministry of Long-Term Care should continue to work with LTC sector associations to review visitors' policies, including for essential caregivers, to strike an appropriate balance between health and emotional well-being considerations.
47. The Ministry of Long-Term Care should invest in virtual technology and better broadband access and other means of connection to address the social isolation felt by LTC residents.

IX. Palliative Care Delivery

In the face of increasing deaths, the COVID-19 pandemic has shone a light on the need for more consideration about the end of life for LTC residents. Palliative care is a philosophy of care and a unique set of actions that aim to improve the quality of life for all residents with life limiting illness. It aims to improve the quality of life for both patients and their families when restorative care is no longer an option for the resident.

There is some effort underway to formalize and integrate palliative care approaches in LTC homes, but more could be done. The Province can play a supportive role to help LTC homes to help develop formative palliative care in LTC homes. Under the *Long-Term Care Homes Act*, LTC homes are required to provide palliative care education to their staff. This could be enhanced with more support from the Province through resources for training.

Palliative Care Delivery: Recommendations

48. The Ministry of Long-Term Care should train and support homes around the adoption of a palliative care approach.
49. The Ministry of Long-Term Care should ensure that LTC staff members are equipped with training on palliative care delivery.

Conclusion

Our seniors and LTC residents deserve high-quality care and utmost safety, both during the COVID-19 pandemic and in the years ahead. As municipal governments who provide care for seniors and in some instances, LTC residents, AMO appreciates the opportunity to provide these recommendations to the Commission.

Appendices

Appendix A: Initial Response to the Long-Term Care COVID-19 Commission – Interim Recommendations on an Ongoing Provincial Pandemic Response

Appendix B: AMO Sub-Working Group on Long-Term Care Members

Appendix C: AMO Health Taskforce Members

Appendix A: Initial Response to the Long-Term Care COVID-19 Commission



AMO's Initial Response to the Long-Term Care COVID-19 Commission

Interim Recommendations for an Ongoing Provincial Pandemic
Response

October 2020

AMO's Initial Response to the Long-Term Care COVID-19 Commission: Interim Recommendations for an Ongoing Provincial Pandemic Response

Introduction

The COVID-19 pandemic has had a disproportionate impact on residents in long-term care (LTC), as the vast majority of the deaths due to COVID-19 in Canada have been in LTC homes. This has affected families and communities across the province and country in profound and tragic ways. The pandemic has also exposed the structural weaknesses in the LTC system, especially chronic underfunding which limited the ability to respond effectively in the first wave.

The Association of Municipalities of Ontario (AMO) welcomes the opportunity to provide initial input to the Long-Term Care COVID-19 Commission (commission). AMO is a non-partisan, non-profit association representing municipal governments. Ontario's municipal governments work together to achieve shared goals and meet common challenges through AMO. One such cause is promoting healthy age-friendly communities which includes municipal LTC homes, operated in an efficient and effective manner.

While the provincial government is responsible for LTC legislation, regulation and program requirements, municipal governments are mandated under the *Long-Term Care Act, 2007* (LTCHA) to operate 16% (100+) of the 626 LTC homes in the Province. Municipal homes pride themselves on providing high quality services and safe environments for their residents. More about our association and advocacy for seniors and LTC is found on the [AMO website](#).

AMO acknowledges the provincial response to date and the support that has been provided. However, more action is needed in both the short-term to mitigate against future waves of COVID-19, and over the long-term to address persistent structural issues.

To that end, this document outlines our association's short-term recommendations to inform the commission's interim report about the ongoing provincial pandemic response with a targeted focus on what is needed for winter 2020/2021. Appendix A of this submission is a backgrounder that was sent to the Commission to provide an overview of the municipal role in governance and funding for LTC. AMO will provide a more comprehensive submission to the Commission with mid and long-term recommendations before the end of the year.

Context

AMO appreciates the opportunity to provide our perspective on how municipally funded and operated LTC homes have been impacted by COVID-19 thus far. The recommendations have been formulated by a sub-working group of AMO's Health Task Force and reflect the AMO Board's general positions on LTC. The sub-working group is comprised of a mix of elected officials and municipal staff working in LTC, public health, and other municipal services. Our working group members bring their unique and diverse perspective from across all areas of the province and municipal service sectors. See Appendix B for a list of the working group members.

We also work closely with AdvantAge Ontario, the association that represents municipal and non-profit LTC service providers. AMO's aim is to provide high level recommendations about policy, planning, funding, and the provisions of non-financial supports to the sector rather than detailed technical operational advice.

AMO encourages the commission to consider our recommended actions that, if implemented, would help provide a more effective pandemic response during winter 2020/2021. Initiatives need to be put into motion now to make sure this pandemic response can sustain itself for as long as is necessary. This involves examining how staffing models, the physical structure of LTC homes, governance models, regulations and inspections, and access to IPAC measures affected the COVID-19 response. Our seniors and LTC residents deserve high-quality care and utmost safety, both during the COVID-19 pandemic and beyond.

Recommendations

I. Planning and Communications for Successful Outcomes

Effective planning and communications are vitally important to evidence-based decision-making as a sector. In developing these plans and implementation strategies, it is critical that the input of the LTC sector including municipal homes be included and that their expertise be leveraged.

1. The Province, including the Ministry of Long-Term Care (MLTC) and the Office of the Chief Medical Officer of Health, should continue ongoing second wave planning and develop a clear strategy for issuing clear direction at appropriate times as conditions change.
2. The Province must have representation from the municipal LTC sector in regional and systems planning and implementation tables.

II. Staffing Measures to Attract and Retain Highly Trained and Qualified Staff

The longstanding staffing challenges in LTC have been exacerbated by the COVID-19 pandemic. It continues to be a challenge to successfully recruit and retain critical staff during this time. Many municipal homes need to 'staff up' and are facing the second wave with less staff than in the first one. Initiatives that can be implemented quickly or started now to address staffing issues into the future are needed.

3. The Province should work with the LTC sector to develop a province-wide health human resources strategy to address staffing issues, including overcoming the challenges of insufficient human resources, such as nurses and personal support workers, in certain regions, especially in northern and rural areas.
4. The Province should expand the issuance of pandemic pay to a broader range of staff in LTC homes, including nurses and other staff doing front-line work as well as their supervisors.
5. The Ministry of Long-Term Care (MLTC) should extend and maintain the High Wage Transition Fund for the duration of the COVID-19 pandemic past March 2021 and consult with AMO and other LTC sector associations about the future of the Fund.
6. The Province must continue to extend the Emergency Orders to allow redeployment of staff into the LTC sector as needed until the pandemic ends or when staffing issues are fully addressed whichever happens first.

III. Care for Residents During COVID-19

Sick residents require more attentive and responsive care. There have been calls from many stakeholders to increase the levels of direct care, as well as to sustain existing services to help protect residents. Now is the time to act on this. Enhancing resources to support residents with responsive behaviors to manage during COVID-19 is also needed.

7. The MLTC should provide adequate provincial funding to care for an aging population with complex medical conditions and challenging behaviours such as dementia and commit to full 100% provincial funding for an average of four hours of care per resident per day.
8. The MLTC must immediately reverse the changes and reductions to pharmacy funding during the pandemic and work on alternative options for funding to support LTC pharmacy over the long-term.
9. That the MLTC enhance specialized support programs, including Behaviour Supports Ontario and specialized Nurse Practitioners to complement staffing levels in long term care homes.

IV. Funding for Viability and Sustainability During COVID-19

Decades of underfunding has stretched the capacity of municipal homes to manage with the additional costs associated with the pandemic. While emergency funding was critical and helpful, more may be needed now will be needed into next year. At the same time, adequate base funding is needed for the core operating and capital needs. Municipal governments are facing pressure with additional pandemic costs across several program areas and experiencing declining revenue because of the pandemic. They cannot afford to continue to fill in the gap where provincial funding is lacking.

10. That the MLTC review the adequacy of the emergency COVID-19 funding against incurred costs through to March 31, 2021, and provide more funding as needed by the LTC sector.
11. That the MLTC provide for and give advance notice as soon as possible about ongoing emergency COVID-19 funding in the 2021-22 fiscal year.
12. That the MLTC increase core operational funding at least at the rate of inflation or higher in both this current fiscal year and next.
13. That the MLTC enhance and increase funding for the minor capital funding program to support operators to improve structural compliance and enable more effective IPAC in homes.

V. Increasing Public Health and Safety

The provincial government should also provide direct and indirect resources to the LTC sector. This could include providing funding for IPAC measures in homes including for education and training and paying for staffing backfill. As well, the sustained funding of crucial third party supports such as local public health is needed. More timely testing results are also crucial.

14. That the MLTC and Ministry of Health (MOH) should review the adequacy of IPAC programs under the *Long-Term Care Homes Act, 2007* in preventing and managing COVID-19 outbreaks and put in place higher standards with increased funding to homes to implement these standards.
15. That the MLTC should provide ongoing and enhanced operational funding to implement effective IPAC measures in homes including training and continue to provide guidance based on health expertise.
16. That the MOH prioritize COVID-19 testing for LTC home staff, residents, and visitors.

17. That the MOH should invest in local public health workforces to both address the needs of the increasing complexity of the pandemic response in LTC homes and maintain critical core public health services at the same time.
18. That the MOH increase Public Health resources for IPAC and outbreak management in LTC and other higher risk settings.
19. That the MLTC and MOH review the IPAC hub and spoke model to ensure that the hospital institutional based approach is mindful, appropriate, and adaptable for LTC home settings.

VI. Mental Health Supports for Residents and Staff

There have been mental health impacts on both staff and residents because of the pandemic. Attention to supporting mental health will help sustain people during this time. Ensuring the emotional well-being of both staff and residents will help staff do their jobs effectively, and reduce residents' challenging behaviours. Continued visits by family and friends can play a role but under controlled conditions.

20. That the MOH and the MLTC invest in the resources needed to support the mental health of staff and residents in LTC.
21. That the MLTC and the MOH continue to review and consult the LTC sector associations on appropriate visitors' policies, including for essential caregivers, to strike a balance between health and emotional well-being considerations.

Conclusion

AMO appreciates the opportunity to provide interim recommendations to the commission. We look forward to speaking with your team further and will be providing more comprehensive recommendations further on in the process.

Appendix A: Backgrounder on Municipal Role in Long-Term Care in Ontario

Context

The Association of Municipalities of Ontario (AMO) welcomes the independent Long-Term Care (LTC) COVID-19 commission created by the Ministry of Long-Term Care (MLTC). AMO is interested because while the provincial government is responsible for LTC legislation, regulation and program requirements, municipal governments are mandated under the *Long-Term Care Homes Act, 2007* (LTCHA) to operate 16% (100+) of the 626 LTC homes in the Province.⁶

Municipal governments want to help improve the LTC system, and share lessons learned of how municipal LTC homes fared in the first wave of COVID-19. To that end, AMO's Health Task Force created a sub-working group on LTC to inform the commission about how the municipal LTC homes handled COVID-19, and how the pandemic exacerbated long-standing issues in the sector.

This brief is part of AMO's preliminary submission for consideration by the commission. It provides background for the commission around the history of the municipal role in LTC, and how municipal LTC homes are differentiated compared to for-profit and charitable/not-for profit homes. AMO staff are available to speak with your team if there are any questions on the material.

History of Municipal Governments in LTC

Municipal governments have been involved in LTC since 1868 when the *Municipal Institutions Act* mandated that counties with over 20,000 people must provide Houses of Refuge for people who are homeless. In 1947, the *Homes for the Aged Act* replaced the Houses of Refuge and pivoted to focus on seniors. The Province provided 25% of the cost of building new Homes for the Aged for seniors.

Two years later, the Province increased provincial funding and mandated that these municipalities establish a Home for the Aged. New regulations also ensured greater consistency in care.

In 2007, the LTCHA was enacted which prescribed the requirements for every upper and single-tier southern municipality, and the option for northern municipalities to operate a municipal home.

Municipal Role in LTC Today

Municipal governments are funders, service providers, and employers of LTC. Of the nearly 80,000 LTC beds in Ontario, just over 20% are operated by municipal governments (16,000+).⁷ The LTCHA requires each upper and single-tier municipal government in southern Ontario to establish and maintain at least one municipal home. They can provide this service directly or jointly with other municipal governments. Northern municipalities *may* operate a home, either on individual basis or jointly. In some case, northern municipal governments jointly fund a home managed by a District Board of Management.

⁶ Advantage Ontario. "[Ontario Municipalities – Proud Partners in Long Term Care](#)." (November 2018).

⁷ Advantage Ontario. "[Ontario Municipalities – Proud Partners in Long Term Care](#)." (November 2018).

As the order of government closest to seniors' issues in our communities, municipal governments pride themselves on providing high quality services and safe environments for their residents. Many operate additional homes and offer services that surpass provincial requirements. More about our association and advocacy for seniors and LTC is found on the [AMO website](#).

However, today's LTC homes provide health care services to an increasingly complex patient group with high-acuity needs. They serve people who require 24-hour medical care and supervision within a secure environment. This requires significant financial resources to deliver this much-needed care.

To help cover costs, municipal governments have contributed an additional \$90 million since 2012 (a 36% increase), when the estimated municipal contribution was \$268 million. In 2016, municipal governments contributed \$350 million over and above the provincial funding subsidy, not including capital expenditures.⁸ In 2017 alone, municipal governments invested \$2.1 billion in seniors' programs and other health services.⁹

In addition, municipal governments are responsible for providing a wide range of programs and services, which allow them to leverage other services – including social, paramedic and transportation services – to meet the needs of people in their LTC homes. This includes providing direct services across the continuum of care including wellness and prevention programs to promote active lifestyles including community recreation programs and Seniors Active Living Centres, community-based services, and housing and residential programs. Many municipal governments operate long-term care homes within a campus of care model enhancing the range and integration of services to residents.

The municipal LTC sector is supported by significant volunteer hours (710,000 volunteer hours, equivalent to 366 full-time positions in 2016 alone).¹⁰ This plus non-profits help in many communities, particularly in northern and rural Ontario, where it is challenging to recruit and retain qualified staff.

Despite the commitment to provide high quality services to senior residents in their communities, AMO members have expressed mixed feelings about the mandated municipal role primarily because of the rate of additional municipal subsidy that is required. Many municipal governments see this as an indication of chronic underfunding of the system.

AMO generally holds that health care is a provincial responsibility and the limited municipal property tax base was never designed to raise the revenue for health and other social service programs. LTC homes have evolved since their initial inception as residential care for seniors.

While AMO is not advocating for municipal governments to get out of the LTC business, our members have long called for adequate funding for this health care service. The fact that most, if

⁸ AMO. "[A Compendium of Municipal Health Activities and Recommendations](#)." (January 2019).

⁹ Note that there is no public reporting of specific municipal contributions to quantify the amounts to subsidize LTC. Municipal expenditures for LTC are not disaggregated from other municipal expenditures for 'assistance to aged persons' under provincially-set Financial Information Return reporting requirements.

¹⁰ Advantage Ontario. "[Ontario Municipalities – Proud Partners in Long Term Care](#)." (November 2018).

not all, municipal governments subsidize operations and capital maintenance may be an inhibitor to municipal take-up of new opportunities to develop new LTC homes in their communities.

Municipal LTC Governance and Accountability

Municipal councils comprised of elected officials are the governing body of LTC homes. Management committees may be designated. Meetings are open to the public and transparent although in-camera sessions may be held for certain matters as outlined in the *Municipal Act* where confidentiality and privacy needs are required to be assured.

Municipal councils are accountable and provisions in the LTCHA dictate how. In 2017, the government made changes and removed previous due diligence standards for board members and implemented a more absolute duty to ensure compliance. The standard for LTC home board members is much higher than that of public hospitals.

The result is increased liability for board and committee members. It requires boards to spend time on staff oversight and compliance than just on traditional governance duties. Board members are liable for actions taken by the home, not just breaches of statutory provisions that they commit themselves to.

Appendix B: AMO Working Group Members

1. **Graydon Smith**, President, Association of Municipalities of Ontario (AMO), and Mayor, Town of Bracebridge, Chair of AMO's Health Task Force
2. **Monika Turner**, Chair of Working Group, Director of Policy, Association of Municipalities of Ontario (AMO)
3. **Michael Jacek**, Senior Advisor, Association of Municipalities of Ontario (AMO), alternate Chair of Working Group
4. **Cathy Granger**, Director of Long-Term Care , Regional Municipality of Peel
5. **Sandra Hollingsworth**, Councillor Ward 1, City of Sault Ste. Marie
6. **Dr. Robert Kyle**, Commissioner & Medical Officer of Health, Regional Municipality of Durham, and Past Chair, Association of Local Public Health Agencies (aLPHa)
7. **Dean Lett**, Director, Long-Term Care, City of Ottawa
8. **Lisa Levin**, CEO, AdvantAge Ontario
9. **Dan O'Mara**, Mayor, Municipality of Temagami
10. **Kelly Pender**, Chief Administrative Officer, County of Frontenac
11. **Kevin Queen**, CAO & District Administrator, District of Kenora Home for the Aged
12. **Jane Sinclair**, General Manager, Health & Emergency Services, County of Simcoe, and Chair, AdvantAge Ontario
13. **Amber Crawford**, Policy Advisor, Association of Municipalities of Ontario (staff resource)

Appendix C: AMO Health Task Force

1. **Graydon Smith**, President, Association of Municipalities of Ontario (AMO), and Mayor, Town of Bracebridge, Chair of AMO's Health Task Force
2. **Bernie MacLellan**, Councillor, County of Huron and Mayor, Municipality of Huron East
3. **Cathy Granger**, Director of Long-Term Care, Regional Municipality of Peel
4. **Dan McCormick**, CAO, Rainy River District Social Services Administration Board
5. **Donald Sanderson**, CEO, West Parry Sound Health Centre
6. **Doug Lawrance**, Mayor, Municipality of Sioux Lookout
7. **Gary Carr**, Regional Chair, Region of Halton
8. **Jane Sinclair**, General Manager Health and Emergency Services, County of Simcoe
9. **Jesse Helmer**, Councillor, City of London
10. **Joanne Vanderheyden**, Mayor, Municipality of Strathroy-Caradoc
11. **Katherine Chislett**, Commissioner of Community & Health Services, Regional Municipality of York
12. **Lisa Levin**, Executive Director, AdvantAge Ontario
13. **Loretta Ryan**, Executive Director, Association of Local Public Health Agencies of Ontario (aLPHa)
14. **Mabel Watt**, Manager, Policy Integration, Region of Halton
15. **Nancy Polsinelli**, Commissioner, Health Services, Regional Municipality of Peel
16. **Neal Roberts**, Chief of Middlesex-London Emergency Medical Services Authority and OAPC Board Member (Past President)
17. **Norm Gale**, City Manager, City of Thunder Bay
18. **Penny Lynn Lucas**, Councillor, Township of Ignace
19. **Peter Dundas**, OAPC Board Member (President) and Chief Paramedic Services, Regional Municipality of Peel
20. **Dr. Robert Kyle**, Commissioner and Medical Officer of Health, Regional Municipality of Durham
21. **Sandra Hollingsworth**, Councillor – Ward 1, City of Sault Ste. Marie
22. **Monika Turner**, Director of Policy, Association of Municipalities of Ontario (AMO)
23. **Michael Jacek**, Senior Advisor, Association of Municipalities of Ontario (AMO)



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To: Mayor & Council

From: Lynda Colby, Clerk

Date: February 05, 2021

Subject: AMCTO- Best Practices in the Operation, Compliance and Approval processes for Cemeteries and Crematorium under the Funeral, Burial and Cremation Services Act, 2002.

Recommendation:

That Council for the Corporation of the Township of Ignace accept the report as presented and approve Lynda Colby and Roxanne Cox to attend the AMCTO Virtual BAO Cemetery Workshop on Monday, April 19, 2021 at a cost of \$135.60 per participant, and further that approve the attendance to the Zone 9 Spring Meeting on Wednesday, April 21, 2021, at no cost to the Township.

Purpose:

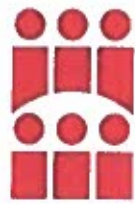
Attend the BAO Cemetery workshop would be extremely beneficial as it will provide an comprehensive overview of the roles and responsibilities for the Township cemeteries operation, as well as care and maintenance of the asset.

Background:

The Township cemeteries are a vital asset of our community and we need to ensure that all the compliances are met and have a good understanding of the necessary requirements and regulations.

Financial Impact

The Financial impact for the Township would be at a cost of \$ 271.20 to attend the workshop and the Zone 9 Spring Meeting.



AMCTO

THE MUNICIPAL EXPERTS

Best Practices in the Operation, Compliance, and Approval processes for Cemeteries and Crematoriums under the *Funeral, Burial and Cremation Services Act, 2002*

Description of the workshop: Understanding and implementing legislated requirements when overseeing the operation, maintenance, finances and approval processes of Cemeteries and Crematoriums. Responding to and dealing with neglected and abandoned cemetery issues in order to better serve the community.

What you will learn:

- Importance of cemeteries to your community
- Recognition of consumer rights in the provision of cemetery and crematorium services
- Essentials for operating cemeteries – By-laws, Price lists, Care and Maintenance Funds, Record keeping etc.
- By-law content requirements and need for timely updates
- Importance and reasons for ensuring ongoing Care and Maintenance Fund/Account growth
- Identify approval criteria for Bereavement related establishments – Cemeteries, Crematoriums, Funeral and Transfer Services
- Addressing indirect consequences of approval on public health and public interest
- Recognising common issues and preventing negative impacts to the community

Why attend?

- Ensure smooth and seamless operation and maintenance of cemeteries and crematoriums and the ability to operate “active” cemeteries
- Deal with issues and complaints related to neglected and abandoned cemeteries
- Provide approvals based on safety to the community; keeping environmental concerns in mind
- Ability to justify decisions made, based on legislation not emotion
- Recognize your job as “having a purpose” and “providing a service”
- Confirms your position in serving your community
- Ensure approval decisions are defensible i.e. based on legislation and community acceptance.

Who should attend?

- Members involved in the operation and maintenance of Cemeteries, Crematoriums, Parks and Water supply systems
- Approval departments – Planning, building, water and air regulation personnel
- City and Regional Conservation staff

About the Trainer

Michael D'Mello is the Deputy Registrar at the Bereavement Authority of Ontario. One of his responsibilities is Outreach and Education specifically related to cemeteries and crematoriums licensed and operated under the *Funeral, Burial and Cremation Services Act, 2002*.

As the Registrar, from 2000 – 2016, with the Ministry of Government and Consumer Services, he administered the *Cemeteries Act (Revised)* and, subsequently as of July 1, 2012, the *Funeral, Burial and Cremation Services Act, 2002*, to regulate cemeteries, crematoriums and burial site discoveries.

Michael attended the University of Toronto and subsequently had a career in Policing with the Toronto Police. He is also a Real Estate Broker. His varied work experience includes Investigations with the Ministry of Government and Consumer Services and subsequent interaction with most religious organizations, ethnic groups and municipalities, First Nation communities, police, coroners and archaeologists. He responds to Media inquiries and provides insight and his views on cemetery and other bereavement related matters to MP's, MPP's, mayors and Provincial and Federal Ministries and their legal counsels. He has an excellent working relationship with the Ministries of Heritage, Sport, Tourism, Culture and Industry; Indigenous and Aboriginal Affairs; Natural Resources & Forestry and Transportation. A priority in his work is the appropriate care and operation of cemeteries to ensure consumer protection, and their preservation as religious historic and heritage sites.



AMCTO
THE MUNICIPAL EXPERTS

(VIRTUAL)

**BAO Cemetery Workshop
+
Zone 9 Spring Meeting & Conference
Registration Form**

BAO Cemetery Workshop (Description Attached): Monday, April 19, 2021

Zone 9 Spring Meeting: Wednesday, April 21, 2021

Name: _____

Municipality: _____ Position: _____

Email: _____

☐ BAO Cemetery Workshop: Registration Fee: \$135.60 (\$120 + HST)

☐ Zone 9 Spring Meeting: Registration Fee: \$0

Total Amount Submitted: \$_____

Please fax registration form ASAP in order to determine numbers. Please make cheque payable to "AMCTO - Zone 9" and mail along with this registration form to:

c/o Louise Lees
PO Bag TM
Marathon, ON P0T 2E0

Phone: 807-229-1340 x 2223
Fax: 807-229-1999
E-mail: clerk@marathon.ca

VIA E-MAIL

January 19, 2021

RE: Letter of Support – Town of Matachewan: Extension of Grant Deadlines

This letter is supporting the Town of Matachewan's resolution regarding the appreciation of grants but requesting that the application deadline on any further grants have a longer turn around time. As such, at County Council on January 14, 2021 Council supported the following resolution as noted in their motion:

"THAT Council directs Staff to prepare and send a letter of support on the Township of Matachewan resolution regarding the extension of grants to all Ontario Municipalities and AMO."

Due to staffing constraints during this unprecedented time, the ability to receive and adequately respond to grants has been relatively short and restrictive. Should you require any additional information or wish other consideration by Council in this matter, kindly advise.

Sincerely,



Tyler Sager
Manager of Legislative Service/County
Clerk

Cc'd: Association of Municipalities of Ontario (AMO)

Honourable Doug Ford, Premier of Ontario
doug.fordco@pc.ola.org

February 2, 2021

RE: Significant Negative Impacts of Current Value Assessments in Perth County

Dear Premier Ford,

During the January 28th, 2021 Perth County Council meeting a resolution was passed directing staff to write a letter to the Province highlighting the concerns of assessment delays. The motion reads:

WHEREAS the property tax system is based on current value assessment;

AND WHEREAS the current delay in assessment does not utilize the Province's model of CVA,

THEREFORE, County Council direct staff to correspond with the Premier, the Finance Minister, the Minister of Municipal Affairs, Minister of Agriculture, Perth's MPP to move forward with implementing reassessment based on CVA, and that copies of the correspondence be sent to all Ontario municipalities.

Primary Concerns:

- The 2016 assessment valuation does not use the property tax model of Current Value Assessment (CVA). The assessment valuations in use are 5 years old.
- Assessment delays do not benefit all tax classes equally by shifting the assessment disproportionately between residential and farmland.
- Assessment delays create skepticism in the overarching framework of CVA and this skepticism causes citizens to question the Provincial model and process of CVAs.
- Current legislation restricts the ability for local government flexibility, as the ratio for residential tax class cannot be changed from a ratio of 1.00.

A further delay in reassessment continues to create challenges in how local government, along with tax policy, is ensuring the appropriate assessment values pay for their appropriate allotment of taxation levies. Local tax levies are developed within the constraints of the boundaries that provide the services to their communities. With property assessment valuations being 5 years past due, it causes citizens to question the validity of the system of property taxes that the Province of Ontario adheres to.

This is particularly exacerbated in a community such as Perth County that is a mix of urban and rural. The 2016 assessment valuation significantly shifted property taxes to the farmland class, which was phased in over the past 4 years. The shift was significant enough that the residential class has seen decreases in their portion of the overall municipal burden while the burden on farmland is disproportionately increasing.

Natural assessment valuation shifts do impact the tax policies of local governments with an urban-rural mix and more directly follow the overall property tax model of CVA. Equipping municipalities with the knowledge of the set dates related to reassessment and new valuation dates, provides the ability for key financial municipal departments to better plan for these assessment shifts that cannot be alleviated through tax ratio changes.

Below is some further information that outlines the significant impact on Perth County in particular:

- The overall tax burden on Perth County farmland increased from 21% in 2016 to 29% in 2020 of the overall levy. These percentages do include growth from 2017 to 2020. The amount of farmland would be higher in relation to phase in assessment amounts only. Based on 2020 without growth the percentage burden would have been higher than the 29%.
- The geography of Perth County is unique as it includes two urban center single tiers: The City of Stratford and The Town of St. Marys. This pushes the amount of farmland within the two-tiered structure of Perth County to greater than 90% of the total area covered by farmland.
- As they are single tier municipalities, The City of Stratford and The Town of St. Marys do not assist in subsidizing farmland as they would if they were part of a true two tiered structure. All of the Perth County's OMPF allocations are categorized as transitional, which is soon to be phased out completely. As of 2021, \$1,020,400 still remains to be phased out of the County's budget

In summary, Perth County is asking the province to update the CVA calculations to bring them in line with current property valuations and further to consider the impacts of the urban-rural mix of the region and the resultant impact causing residents to disproportionately carry the tax burden over citizens in neighbouring regions without the inclusion of single tier municipalities in their borders.

We look forward to hearing from you.

Sincerely,



Corey Bridges, Manager of Finance / Treasurer
On behalf of Perth County Council

Cc:

Minister of Finance – Peter Bethlenfalvy
Minister of Municipal Affairs and Housing – Steve Clark
Minister of Agriculture – Ernie Hardeman

Perth Wellington MPP – Randy Pettapiece
All Ontario Municipalities



January 27, 2021

The Honourable Doug Ford
Premier of Ontario
Room 281, Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Dear Premier Ford:

The current global pandemic has been devastating for all and the health and safety of our residents is our number one priority. A person's health includes physical, mental and social well-being. Our province is vast in geography and a one-size fits all approach to mitigate the Covid-19 risk is having a devastating impact on our economy.

You were recently sent a letter from The Township of Sioux Narrows-Nestor Falls asking you to review the provincial wide financial supports put in place for small businesses. Consideration needs to be given that a one-size fits all funding formula and eligibility criteria does not meet the needs of all businesses in the North.

The resolution from Sioux Narrows-Nestor Falls will be going to Council of the Town of Fort Frances at their February 8 meeting, I expect that Council will wish to send a subsequent letter of support. Due to the time sensitive nature of this matter I felt compelled to write you directly advising you of my support to the resolution (attached) sent to you from the Township of Sioux Narrows-Nestor Falls.

Please accept this letter, which urges the Government of Ontario to make small businesses in the North a priority.

Sincerely,

A handwritten signature in black ink, appearing to read "June Caul". The signature is fluid and cursive, with the first name "June" and the last name "Caul" clearly distinguishable.

June Caul, Mayor

/es

c.c.

Minister of Economic Development, Job Creation and Trade (Hon. V. Fedeli)

Associate Minister of Small Business and Red Tape Reduction (Hon. P. S. Sarkaria)

Minister of Health (Hon. C. Elliott)

Minister of Finance (Hon. P. Bethlenfalvy)

Associate Minister of Mental Health and Addictions (Hon. M. Tibollo)

MPP for Kenora-Rainy River and Minister of Energy, Mines, Northern Development and

Indigenous Affairs for Ontario (Hon. G. Rickford)

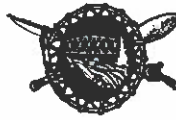
NOMA

KDMA

RRDMA

All Kenora and Rainy River district municipalities.

TOWNSHIP OF SIOUX NARROWS – NESTOR FALLS



Moved by Andrew Nisly

Resolution No. 12-21

Seconded by Phil Hudson

Date: January 26, 2021

Whereas the effects of the global pandemic are devastating globally, nationally, provincially and locally; and,

Whereas the health and safety of the human race, Canadians, Ontarians and our residents is our number one priority; and,

Whereas health is a state of physical, mental and social well-being, not merely an absence of disease; and,

Whereas the province of Ontario is a beautiful and vast geographic marvel which contributes to a diverse and distinctive landscape; and,

Whereas measures that are put in place to mitigate conditions in one part of Ontario may not proportionately represent the needs of all parts of Ontario; and,

Whereas the health and safety of Northwestern Ontario is no more or less important than that of our Southern counterparts, but the measures that are put in place to mitigate risk in the densely populated and adjacent-to-densely-populated regions of Ontario, do not equally represent the risk in the Northern, Rural reaches of Ontario; and,

Whereas economic stability too, contributes to the state of health and well-being of our residents and communities; and,

Whereas the closure of our local small businesses under the current stay-at-home and lockdown orders, prohibiting in-premise services, drastically limiting construction type work, limiting accommodation-based occupancy to residential purposes only, and more, are disproportionately affecting our local economy, health and well-being in the north, an area that continues to see very low Covid-19 infection rates; and,

Whereas the various financial supports put in place for small businesses are not structured for the small business sector in Sioux Narrows – Nestor Falls, leaving most ineligible to receive relief from programs that are not tailored for businesses whose revenue streams are predominantly May through September, not including April, for which the most recent program uses as a benchmark, and many, if not all, sole-proprietors are ineligible for relief at all; and,

Whereas many of our local businesses are at or beyond the point of no return; and,

Whereas the Township of Sioux Narrows - Nestor Falls hears and supports the needs of our small business community and recognizes that the current province-wide lockdown will only result in further devastating effects on our local economy, resulting in the loss of businesses throughout our municipality;

Now Therefore Be It Resolved That the Township of Sioux Narrows – Nestor Falls hereby pleads with the Province of Ontario to:

- Increase consultations with communities and small businesses in the North to find realistic ways for supporting businesses throughout the lockdown;
- Revisit blanket-provincial measures to Covid-19 response;
- Allow small businesses to remain open to in-store sales, with limited capacity and increased safety measures;
- Allow accommodation-based operators to function on a risk-based, regionally appropriate model, with increased safety measures;
- Permit construction work on a risk-based, regionally appropriate model, with increased safety measures, especially in the North, where large infrastructure related to pandemic response and health care do not comprise the majority of projects; and,
- That provincial relief funding programs be broadened to better address the needs of tourism-based, seasonally-based and sole proprietor industries.

Further, that copies of this resolution be forwarded to the Premier of Ontario, Hon. Doug Ford, the Minister of Economic Development, Job Creation and Trade, Hon. Victor Fedeli, the Associate Minister of Small Business and Red Tape Reduction, Hon. Prabmeet Singh Sarkaria, the Minister of Health, Hon. Christine Elliott, the Minister of Finance, Hon. Peter Bethlenfalvy, the Associate Minister of Mental Health and Addictions, Hon. Michael A. Tibollo, the MPP for Kenora-Rainy River & Minister of Energy, Mines, Northern Development and Indigenous Affairs for Ontario, Hon. Greg Rickford, the Northwestern Ontario Municipal Association, the Kenora District Municipal Association, the Rainy River District Municipal Association, and all Kenora and Rainy River District Municipalities.

DIVISION OF VOTES			CONFLICT OF INTEREST	
Member	Yea	Nay		
Mayor Norbert Dufresne				
At Large Gale Black				
At Large Andrew Nisly			DISPOSITION OF RESOLUTION (check one)	
Ward 1 Matthew Rydberg				
Ward 2 Philip Hudson			Carried <input checked="" type="checkbox"/>	Defeated <input type="checkbox"/>
TOTALS				

MAYOR



United Counties of
Stormont, Dundas & Glengarry

RESOLUTION

MOVED BY Councillor McGillis

RESOLUTION NO 2021-04

SECONDED BY Councillor Warden

DATE January 18, 2021

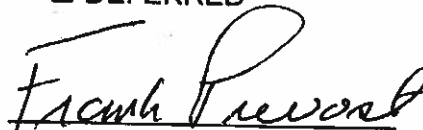
THAT the Council of the United Counties of Stormont, Dundas and Glengarry request that the Province of Ontario allow for small businesses to immediately reopen with the required health guidelines and protocols in place; and

THAT this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, MPP Jim McDonell, and circulated to all municipalities in Ontario.

☒ **CARRIED**

☐ **DEFEATED**

☐ **DEFERRED**


WARDEN

Recorded Vote:

Councillor Armstrong	_____
Councillor Byvelds	_____
Councillor Fraser	_____
Councillor Gardner	_____
Councillor Landry	_____
Councillor MacDonald	_____
Councillor McGillis	_____
Councillor Prevost	_____
Councillor Smith	_____
Councillor Warden	_____
Councillor Wert	_____
Councillor Williams	_____



The Corporation of the
TOWNSHIP OF BALDWIN

P.O. Box 7095, 11 Spooner Street
MCKERROW, ONTARIO P0P 1M0
TEL: (705) 869-0225 FAX: (705) 869-5049
CLERK: Karin Bates – karin@baldwin.ca

MOVED BY: JOANNE BOUTCHER DATE: February 1, 2021

SECONDED BY: DAVID FRIBBEN MOTION NO.: 21- 013

WHEREAS the province wants to mandate training levels for Fire Fighters and now wishes to close the Ontario Fire College located in Gravenhurst, Ontario which has been used for many Government agencies such as Ministry of Transportation, Ontario Provincial Police, Fire Fighters, both full time and volunteer; and

WHEREAS only a small percentage of our department has any formal training and are responsible to train junior fire fighters with the minimal training we receive; and

WHEREAS as volunteers, we are on call 24/7/365 with day jobs and families that expect us to come home safely each and every time; and

WHEREAS the Fire College makes top tier training accessible to all Fire Departments in Ontario; and

WHEREAS municipalities are mandated to have fire departments, yet there is no provincial or federal funding for volunteer fire departments for much needed equipment and training; and

WHEREAS without a plan in place it is irresponsible to close down a vital training centre that serves Ontario and it would put Municipalities at risk which is shortsighted and not acceptable.

NOW THEREFORE BE IT RESOLVED THAT: The Corporation of the Township of Baldwin requests the Province of Ontario to reconsider closing this all-important facility for dollars over lives.

Carried ✓ Defeated _____ Mayor *[Signature]*

RAINY RIVER DISTRICT MUNICIPAL ASSOCIATION

OFFICE OF THE SECRETARY-TREASURER

**Fort Frances
Atikokan
Alberton
La Vallee
Emo**

**P.O. BOX 4
BARWICK, ONTARIO
P0W 1A0**

**Rainy River
Dawson
Lake of the Woods
Morley
Chapple**

Phone: (807) 487-2354

Email: cao@chapple.on.ca

January 22, 2021

Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON
M7A 1A1

Re: **Tax Rate for Railway Rights-of-Way – Per Tonne-Mile Concept**

Dear Premier Doug Ford;

Please be advised that the following resolution was duly approved and passed at the Annual General Meeting of the Rainy River District Municipal Association on January 16, 2021:

"WHEREAS in 2018 the Province of Ontario adjusted the tax rate for acreage for railway rights of way throughout Ontario which specifically impacted Rainy River, Kenora and Thunder Bay Districts in a positive fashion; and

WHEREAS in other provinces and jurisdictions the railway companies remit a more equitable share of taxes to their local tax base by using a per tonne-mile concept; and

WHEREAS rail traffic continues to increase and the train length has more than doubled which results in rail traffic congestion, increased wait times, noise pollution, unknown environmental concerns, and causing small municipalities to keep open and maintain road allowances which only benefit the railroads, as well as crossing maintenance payments and inflationary costs; and

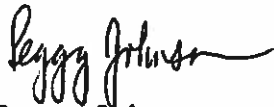
WHEREAS the Province of Ontario should review fees based on inflation and current conditions on an annual basis to ensure that Ontario does not continue to fall further behind in their approach to railway property taxation; and

WHEREAS fair and equitable taxation revenue on railway property based on the per tonne-mile will reduce the financial pressure especially during the COVID-19 pandemic and its recovery on the Province and provide financial support to municipalities taxation going forward;

THEREFORE BE IT RESOLVED THAT the Rainy River District Municipal Association call upon the Minister of Finance of the Province of Ontario to undertake ongoing consideration of municipal taxation for railroad rights of way properties based on a per tonne-mile concept; and

FURTHER BE IT RESOLVED THAT the Rainy River District Municipal Association send this resolution to every Municipal Council within the Province of Ontario seeking their support, the Premier of Ontario, the Minister of Finance of Ontario, Local MPP's, Local MP's, NOMA, ROMA, and AMO."

Thank you for your time and consideration.
Sincerely,



Peggy Johnson,
Secretary/Treasurer
Rainy River District Municipal Association

cc. Minister of Finance
Local MPP's
Local MP's
NOMA
ROMA
AMO
Ontario Municipalities



The Corporation of the Township of Terrace Bay

P.O. Box 40, 1 Selkirk Avenue, Terrace Bay, ON, P0T 2W0
Phone: (807) 825-3315 Fax: (807) 825-9576

February 2, 2021

The Honourable Doug Ford, Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON
M7A 1Y7

Dear Premier Doug Ford,

Please be advised that Council of The Corporation of the Township of Terrace Bay at the Regular Council Meeting on February 1, 2021 resolved as follows:

That the resolution received from the Rainy River District Municipal Association
Re: Tax Rate for Railway Rights-of-Way – Per Tonne-Mile Contract, be supported.

Resolution: 27-2021

Moved By: Councillor Moore

Seconded By: Councillor Malashewski

WHEREAS in 2018 the Province of Ontario adjusted the tax rate for acreage for railway rights of way throughout Ontario which specifically impacted Rainy River, Kenora and Thunder Bay Districts in a positive fashion; and

WHEREAS in other provinces and Jurisdictions the railway companies remit a more equitable share of taxes to their local tax base by using a per tonne-mile concept; and

WHEREAS rail traffic continues to increase and the train length has more than doubled which results in rail traffic congestion, increased wait times, noise pollution, unknown environmental concerns, and causing small municipalities to keep open and maintain road allowances which only benefit the railroads, as well as crossing maintenance payments and inflationary costs; and

WHEREAS the Province of Ontario should review fees based on inflation and current conditions on an annual basis to ensure that Ontario does not continue to fall further behind in their approach to railway property taxation; and

WHEREAS fair and equitable taxation revenue on railway property based on the per tonne-mile will reduce the financial pressure especially during the COVID-19 pandemic and its recovery on the Province and provide financial support to municipalities taxation going forward;

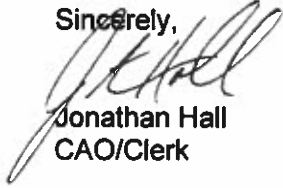
THEREFORE BE IT RESOLVED THAT the Township of Terrace Bay supports the Rainy River District Municipal Association in its call to the Minister of Finance of the Province of Ontario to undertake ongoing consideration of municipal taxation for railroad rights of way properties based on a per tonne-mile concept; and

CARRIED

FURTHER BE IT RESOLVED THAT the Township of Terrace Bay send this resolution of support to every Municipal Council within the Province of Ontario seeking their support, the Premier of Ontario, the Minister of Finance of Ontario, Local MPP's, Local MP's, NOMA, ROMA, and AMO."

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Hall', is written over the printed name 'Jonathan Hall'.

Jonathan Hall
CAO/Clerk

CC: Minister of Finance of Ontario

Local MPP
Local MP
NOMA
ROMA
AMO

January 22, 2021

RE: Item for Discussion – Infrastructure Funding

At its meeting of January 20, 2021, the Council of the Corporation of the Town of Bracebridge ratified motion 21-GC-024, regarding Infrastructure Funding, as follows:

"WHEREAS the Association of Municipalities of Ontario (AMO) has reported that municipal governments own more of Ontario's infrastructure than any other order of government, and most of it is essential to economic prosperity and quality of life;

AND WHEREAS municipalities deliver many of the services that are critical to residents in every community, and these services rely on well-planned, well-built and well-maintained infrastructure;

AND WHEREAS the Ontario Provincial Government has stated that universal asset management will be the foundation of its municipal infrastructure strategy because effective asset management planning helps ensure that investments are made at the right time to minimize future repair and rehabilitation costs and maintain assets;

AND WHEREAS Federal and Provincial infrastructure funding models now contain requirements for recipients to demonstrate that comprehensive asset management planning principles are applied when making decisions regarding infrastructure investment;

AND WHEREAS infrastructure funding limits need to be large enough to support significant projects that have a lasting community impact over multiple generations;

AND WHEREAS targeted funding for critical infrastructure is inconsistent with the principle foundation of an asset management strategy which prioritizes needs over wants and has resulted in underfunding of the wide range of infrastructure that municipalities are responsible for maintaining, such as arenas and libraries;

AND WHEREAS the Community, Culture and Recreation Stream of the Investing in Canada Infrastructure Program received demand of almost \$10 billion for a \$1 billion funding envelope;

AND WHEREAS broad eligibility for funding is more appropriate as municipalities best understand their infrastructure needs together with the needs of their community;

AND WHEREAS no and/or insufficient funding programs currently exist to fund the demonstrated need for the building, restoration and enhancement of community, culture and recreation assets;

AND WHEREAS funding the replacement of these needed capital assets is beyond the financial capacity of most communities;

AND WHEREAS the age of the Town of Bracebridge arena is greater than 70 years old, and the Library greater than 110 years old, requiring immediate replacement;

AND WHEREAS the Town of Bracebridge was recently denied any funding under the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program, despite clearly meeting the tests of proper asset management and identifying needs over wants;

AND WHEREAS the economy of Ontario has been negatively impacted by the ongoing measures implemented to reduce the spread of COVID-19;

NOW THEREFORE the Council of The Corporation of the Town of Bracebridge resolves as follows:

1. THAT the Federal and Provincial Governments provide immediate broad and substantial municipal funding opportunities for well-planned, shovel-ready projects already prioritized under municipal asset management plans to provide immediate stimulus to the local, provincial and the federal economies in order to rebound from the impact of the COVID-19 pandemic.
2. AND THAT this resolution be forwarded to the Right Honourable Prime Minister of Canada; the Federal Minister of Infrastructure and Communities; the Honourable Premier of Ontario; the Ontario Minister of the Finance; the Ontario Minister of Infrastructure; the Ontario Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario (AMO); the Federation of Canadian Municipalities (FCM); the Local Member of Parliament (MP); the Local Member of Provincial Parliament (MPP); and all Municipalities in Ontario.

In accordance with Council's direction I am forwarding you a copy of the resolution for your attention.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly,



Graydon Smith
Mayor

To: Mayor and Council
From: Ontario Stone, Sand & Gravel Association
Re: Gravel Facts in Ontario
Date: January 26, 2021

The Ontario Stone, Sand & Gravel Association (OSSGA) represents the producers and suppliers of aggregate resources – stone, sand and gravel – in Ontario.

An important part of our mandate is to correct misinformation about the industry that often finds its way into the media and the community at large. ‘NIMBY’ groups present themselves as watchdogs of industry, but all too often offer observations and recommendations which meet their own agendas – and most important, do not reflect the broader community and business interests. That said, OSSGA understands that the issues around the location and operation of pits and quarries raises questions with your constituents. We want to be here to help you answer those questions, and address assertions which are not substantiated by the facts.

As an example, a recent NIMBY report stated that aggregate poses a threat to Ontario’s important agriculture resources. The reality is that loss of agriculture because of aggregate is not accurate. Of the 4.9 million ha of prime agricultural land in southern Ontario, only 0.7% contains a licensed aggregate operation. And much of that land is returned to an agricultural use after extraction. In addition, aggregate is an essential part of the agri-food system – necessary for farm structures, farming road construction, soil amendments, bedding, drainage, etc.

The same report suggested that because some aggregate companies are operated by multi-nationals, aggregate does not contribute significantly to local economies. The reality is that the aggregate industry in Ontario, like many industries, consists of a small number of large multinational companies, large Canadian firms, and more than 200 medium and small sized operations that range in size from 20 sites to a single sand or gravel pit. Regardless of ownership, all sites hire local workers and supply the product that generates **hundreds of thousands of jobs** in the construction industry in Ontario.

There are also comments circulating regarding haul routes, road repair and the aggregate levy that require correcting. In Ontario, the aggregate industry is the only industry to pay a levy. Currently, that levy is 20.8 ¢ per tonne which equates to more than \$20 million for all of Ontario. The majority of these funds are distributed to local municipalities for infrastructure spending.



In most municipalities, haul routes are located on Regional Roads – which have been built for the purpose of hauling goods. In Ontario, there are more than 200,000 trucks on the roads every day. Only 3% of these trucks are aggregate trucks. The rest carry the 90% of goods that are delivered by truck in this province. Aggregate producers want to be good neighbours and have worked with the Top Aggregate Producing Municipalities of Ontario (TAPMO) to help increase the levy. In addition, producers often work with municipalities on haul road repairs and emergency response services. In many cases in Township's throughout Ontario where entrances are located on Township roads, the producers paid to upgrade the roads to accommodate heavy trucks at their own expense.

These are just some examples of misinformation. OSSGA offers many resources to help understand the aggregate industry.

Our [videos](#) are a great place to start to learn about the industry. You will discover how we all use aggregate – every day – including the individuals critical of the industry! How, in order to build the communities and meet the growth demands of tomorrow, we must look for new supplies of high-quality aggregate today. You'll learn about the environmental due diligence that producers undertake to ensure the industry is safe, clean and responsible. And you'll see for yourself the amazing rehabilitation efforts that have resulted in some of Ontario's most beautiful landscapes – as well as innovative new land uses and agricultural projects.

If you're looking for more, check out our [GravelFacts.ca/resources](https://www.ossiga.com/resources) page for brochures on topics including water management, dust-mitigation, blasting and more information on rehabilitation.

Finally, our new brochure – [The Life Cycle of a Pit or Quarry](#) – walks you through the operation of a pit or quarry from site planning through to rehabilitation. The smartest, most environmentally responsible consideration when mining for stone, sand or gravel is to ensure that the gravel pit is located as close to market as possible.

OSSGA would be delighted to answer any questions about the aggregate industry in Ontario. Please do not hesitate to reach out to OSSGA's Executive Director, Norm Cheesman at 647-727-8774 or by email at ncheesman@ossiga.com.

Our industry wants to work in partnership with communities, to bring the aggregate that we all use every single day of our lives - to where it is needed in the most environmentally and economically way possible.

We won't see you in person at ROMA but hope to see some of you at OSSGA's virtual booth!



Township of Ignace Deputation Request Form

Please Note: Deputations are limited to 10 minutes in length

Requests for Deputations must be received by 4:00 pm on the
Friday prior to the Council Meeting

Council Meeting Date: Feb 16, 2020

Request Received By: _____

Name: Of Person Requesting Deputation: Rachelle Davenport on behalf of Laurie Swami (President & CEO of NWMO)

Address: 304 Main Street, Ignace Learn More Centre

Town/City: Ignace

Postal Code: _____

Phone: 807-323-2200

Fax: _____

E-Mail: rdavenport@nwmo.ca

Subject Title: Road to 2023

Topics covered include: Review of 2020, Path to Site Selection, Protecting the Environment & Water Resources, Community Driven , Reconciliation

Type: ☐ Oral/Written ☒ Digital (Delegate is responsible for all equipment required)

Copies: All Deputations are required to provide a written copy of their presentation prior to the meeting or during the meeting to all Council Members and the Administrator/Treasurer and Clerk.

Time Limit: All Deputations are limited to ten (10) minutes

Submit Via:

Fax: (807) 934-2864

Hand Deliver or Mail To:
Council Deputation Request
34 Highway 17 W, PO Box 248,
Ignace, ON POT ITO