



**REGULAR MEETING OF COUNCIL
MONDAY, AUGUST 23RD, 2021
7:00 P.M.**

3. PETITIONS & DELEGATIONS

4. CORRESPONDENCE

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



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August 17, 2021

Media Release

The Federation of Northern Ontario Municipalities (FONOM), the Northwestern Ontario Municipal Association, and the Northern Ontario Service Deliverers Association jointly discussed the crisis of Homelessness, Mental Health, and the Opioid Crisis with the Provincial Government. FONOM President Danny Whalen, NOMA Executive Member Rick Dumas, and NOSDA Vice-Chair Mark King shared with the seven Provincial Minister, Associate Minister, and a Parliamentary Assistant the experiences in our communities during the Annual AMO Conference. The Municipal organizations believe the three topics are intertwined, and our presentation clarified that to the ministries. Danny Whalen commented, *“this was the first time our three Organizations have collaborated on any issue,”* and *“with the impact these issues are having in our communities, working together is imperative.”*

The organizations appreciate the efforts, of all the agencies working to help and support those addicted to opioids. In some districts, over 30 agencies are providing some assistance. But we would like to see more coordination with Municipalities/DSSAB’s or consolidation of these agencies with the input of Municipalities/DSSAB’s and local stakeholders. As we believe, a streamlined agency would be able to put the combined funds to better use. We hope these agencies would willingly work this out between themselves. Danny Whalen commented, *“But if not, we would ask that our local Ontario Health Teams, in consultation with Municipalities/DSSAB’s and local stakeholders, support a province-wide strategy that supports such consolidation.”*

Mayor Dumas shared, *“The province must apply a rural and northern lens and work in collaboration with ministries to construct a plan for affordable and supportive housing”* and asked, *“for the province to develop a housing strategy for the North and capital funding to address the shortage of affordable housing.”*

Councillor King thanked the Province for the significant commitment this government has made in allocating 3.8 billion dollars over the next ten years. But the organizations called on the Province to take an all of government approach, to manage and find made in the North solutions to the Mental Health and Addictions Crisis. They called on the Premier to establish a Northern Ontario Joint Partnership table to manage the Mental Health and Addictions Crisis in Northern Ontario. King commented, *“we want to work with this government to ensure the right resources are put in the right communities to reach people who need the resources where they live”*, further *“above all, we ask that this government recognize municipalities and NOSDA as a partner in our collective efforts to address the growing mental health and addiction challenges.”*

FONOM President
Danny Whalen
705-622-2479

NOMA President
Wendy Landry
807- 626-6686

NOSDA Chair
Michelle Boileau
705-465-5026

August 16, 2021

MEDIA RELEASE

FONOM had a productive meeting with members of Premier Ford's Cabinet during the AMO Conference

This is the second year that the Annual AMO Municipal Conference has been held virtually. Members of the Federation of Northern Ontario Municipalities Board shared three policy positions with Minister Clark, Rickford, Romano, Elliott, Bethlenfalvy, Fullerton, Associate Minister Stan Cho, Parliamentary Assistant Christine Hogarth, and over 60 ministry staff were on the call. We discuss planned topics, including creating Mutual Aid agreements with Municipal Fire Departments for the help provided in unincorporated areas. As well, we shared our thoughts on the Transportation issues facing the five large Municipal airports. Also, FONOM raised the issue of add Municipal finance tools, specifically Land Transfer tax.

President Whalen commented, "the Local Fire Departments are often the only First Responder within 60 minutes of an event in an unincorporated area. The delay is due to the distances between communities and the patrols of the OPP and EMS" and "that without the creation of Mutual Aid agreements many Fire Departments will not be able to assist."

The value of the Northern Municipal Airports has often been overlooked by previous transportation studies, which may be due to the traffic volume compared to those in the GTHA. The Pandemic has harmed many industries, and airport operations have been one of those hit hardest. FONOM appreciates that airports are viewed to be under Federal jurisdiction, but we draw attention to several recent funding announcements by the Northern Ontario Heritage Fund. The FONOM Board asked the Minister of Transportation to consider a five-year project to support the five large Municipal Airports in Northern Ontario with their operating and capital budgets.

The City Toronto Act of 2006 granted Toronto broader municipal revenue tools than the other 443 municipalities. The Association of Municipalities of Ontario has long lobbied for its members the right to access them. The Toronto Act permits the City to charge and collect a Municipal Land Transfer Tax parallel with the Ontario government for all property sales, except for first-time home buyers. In 2020 the City of

FONOM

The Federation of Northern Ontario Municipalities

Toronto received \$800 million; this offset represents 15% of their annual revenue (page 28). This revenue tool would generate nearly \$ 2.68 Billion for the other Ontario Municipalities. Vice President Paul Schoppmann stated, “with a Province-wide municipal deficit of \$6 Billion, FONOM believes having this revenue tool would help our members to address their growing infrastructure deficit”.

FONOM is an association of some 110 districts/municipalities/cities/towns in Northeastern Ontario mandated to work for the betterment of municipal government in Northern Ontario and strive for improved legislation respecting local government in the North. It is a membership-based association that draws its members from northeastern Ontario and is governed by an 11-member board.



President Danny Whalen
705-622-2479

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



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234-2021-3561

August 16, 2021

Dear Head of Council:

Our government is committed to modernizing local service delivery and respecting taxpayers' dollars. That is why we launched the Municipal Modernization Program in 2019. Through this program, the Ontario government is providing funding to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective.

At the Association of Municipalities of Ontario 2021 conference, I announced the launch of the third intake under the Municipal Modernization Program. The impacts of the COVID-19 pandemic have highlighted the importance of efficient municipal services that are financially sustainable. Even as municipalities continue to face challenges, there are also opportunities to transform services and stimulate new ways of doing business.

The third intake will allow municipalities to benefit from provincial funding to conduct third party reviews as well as to implement projects to increase efficiency and effectiveness and lower costs in the longer term. As with previous intakes, I encourage you to work with your neighbouring municipalities to find innovative joint projects that can benefit each of you. The government is excited to learn about your project applications that support the following priorities:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative delivery models

To apply, you must submit a completed Expression of Interest form with attached supporting documents via the Transfer Payment Ontario system by **October 19, 2021**. To get started, visit www.Ontario.ca/getfunding to access program guidelines and the Expression of Interest form.

My ministry will also be hosting upcoming webinars to provide you with information that will help you complete your applications and ensure that they meet program guidelines and criteria. More information on when these information sessions will take place will be available to you shortly.

If you have questions on the program, or want to attend an information webinar, or would like to discuss a proposal, I encourage you to contact your [Municipal Services Office](#) or e-mail municipal.programs@ontario.ca.

I look forward to continuing to work together to support your municipality in delivering efficient, effective and modern services for your residents and businesses.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark". The signature is written in a cursive style with a large, stylized initial 'S'.

Steve Clark
Minister

c. Chief Administrative Officers and Treasurers

Municipal Modernization Program

Intake 3 Program Guidelines

WHAT YOU NEED TO KNOW

Ontario is helping municipalities become more efficient and modernize service delivery.

Ontario's 405 small and rural municipalities can now apply to Intake 3 of the *Municipal Modernization Program* for funding under two streams. The **implementation stream** will provide provincial cost-sharing for municipalities to undertake projects that increase municipal efficiency and effectiveness. Municipalities can apply under this stream for projects that implement the findings of previous reviews or other evidence-based reports. The **review stream** will provide funding for municipalities to undertake expenditure reviews with the goal of finding efficiencies and lowering costs in the longer term.

Under both streams, municipalities can apply individually or jointly with other eligible municipalities.

ELIGIBILITY CRITERIA – IMPLEMENTATION STREAM

To be eligible under intake 3, an implementation project proposal must:

1. Be based on demonstrated evidence of savings or efficiencies the municipality intends to realize through the project;
2. Begin no earlier than August 16, 2021 and be completed by February 28, 2023;
3. Include a high level workplan with project milestones;
4. Include a commitment to providing a final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion
5. Include a commitment to reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes.

To be eligible for funding, the municipality must confirm that it has fully spent or allocated the unconditional modernization funding provided by the province in March 2019.

Priority may be given to projects that address one or more of the following priorities:

- Digital modernization

- Service integration
- Streamlined development approvals
- Shared services/alternative service delivery models

The program will not cover projects where:

- the expected outcome is a reduction in front line services; or
- the expected outcome would not result in efficiencies or cost savings; or
- the municipality would not be prepared to support any ongoing maintenance costs resulting from the project.

COST SHARING AND ELIGIBLE COSTS – IMPLEMENTATION STREAM

The cost of implementation projects will be shared between the province and the municipality. The province will contribute a greater portion for projects within municipalities with fewer households according to the following thresholds.

Number of households in the municipality (2020 MPAC data)	Maximum provincial share of project costs	Minimum municipal share of project costs
0 - 5,000	75%	25%
>5,000	65%	35%

It is anticipated that the provincial share of most projects will be between \$20,000 and \$250,000. Higher funding amounts may be available for joint projects. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation.

Major capital expenditures are not eligible project costs. For example, maintenance or capital expenditures related to buildings, vehicles, public works or forestry/parks functionality or upkeep are not eligible under the program.

Minor capital expenditures that are necessary to achieve the outcomes of the operating project could be approved, subject to review on a case-by-case basis. Examples of minor capital expenditures that could be considered are software and IT hardware.

Regular municipal staff costs that are part of the municipality’s annual budget are not eligible project costs. However, additional temporary hiring (including internships) for an implementation project could be considered as an eligible cost.

Other eligible costs could include amounts paid to fee-for-service providers, software licenses, systems development and training.

ELIGIBILITY CRITERIA – REVIEW STREAM

To be eligible under Intake 3, a review stream project must:

1. Be a review of municipal service delivery or administrative expenditures by an independent third-party reviewer for the purpose of finding savings and efficiencies. The review project could take a number of forms including:
 - a line-by-line review of the municipality's entire budget; or
 - a review of service delivery and modernization opportunities; or
 - a review of administrative processes to reduce costs.
2. Result in a report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.
3. Begin field work no earlier than August 16, 2021, with a final report completed and posted publicly on the municipal website by October 31, 2022.

To be eligible for funding, the municipality must confirm that it has fully spent or allocated the unconditional modernization funding provided by the province in March 2019.

It is anticipated that most review projects will cost between \$20,000 and \$150,000. Higher funding amounts may be available for joint projects. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation.

Priority may be given to projects that address one or more of the following priorities:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative service delivery models

Municipalities will be eligible to receive funding up to the full amount of the third-party service provider's fees for the review. Municipal administrative costs, such as staff time, are not eligible.

The program will not cover review projects where:

- the object of the review project is to identify opportunities for revenue generation or reductions in front line services; or

- the review does not result in a formal report prepared by a third party that the municipality is prepared to make publicly available online; or
- the object of the review extends beyond municipal accountability; or
- the review is related to requirements under the asset management regulation.

HOW TO APPLY

1. Log onto the Transfer Payment Ontario (TPON) system ([Ontario.ca/getfunding](https://ontario.ca/getfunding)) and select the program stream you wish to apply for (review stream, implementation stream);
2. Complete an Expression of Interest form for the appropriate stream of the program.
 - a. **To apply to the IMPLEMENTATION PROJECT STREAM:**
 - i. Complete all required fields of the Expression of Interest including:
 - A brief description of the project that clearly outlines the project purpose, objectives, and implementation activities.
 - Estimated cost savings and efficiencies supported by evidence. Projects with good evidence to support that savings and efficiencies will be realized are more likely to be approved.
 - ii. Provide a project workplan with milestones and dates (**required:** a work plan template is available for download on TPON).
 - iii. Confirm your commitment to providing a final report that forecasts annual savings and other efficiency and effectiveness outcomes for at least three years as a result of project completion
 - iv. Confirm your commitment to reporting back one-year post project completion with actual savings over the course of the year, and a forecast for the following two years of annual savings and other efficiency and effectiveness outcomes.
 - v. Ensure that the completed Expression of Interest has been attested to by the appropriate municipal staff.
 - vi. Attach any relevant supporting documents, e.g. third party or staff report to support estimated annual savings or efficiencies, procurement documents, project charters, etc).
 - b. **To apply to the REVIEW STREAM:**
 - i. Complete all required fields of the Expression of Interest.
 - ii. Ensure that the completed Expression of Interest includes an attestation made by the appropriate municipal staff.

- iii. Include an outline of your project timeline and costs (procurement documents, a project charter, a project work plan, or any other document as appropriate).
3. If the municipal council passed a resolution in support of the project, attach a copy to your TPON submission along with your form and other documents. (Note: a resolution of council is not a requirement for the program.)
 4. Submit your completed application(s) through TPON by **October 19, 2021**

HOW IT WORKS

The ministry expects to advise municipalities of the outcomes of their applications in January 2022. If your application is approved, a proposed transfer payment agreement with the ministry will be sent to confirm the funding amount and set out the terms, including reporting requirements and a payment schedule. Municipalities can expect to receive an initial payment following execution of a transfer payment agreement.

PROGRAM TIMELINE

October 19, 2021	<ul style="list-style-type: none"> • Submit your Expression of Interest and any supporting documentation through Transfer Payment Ontario (TPON) at www.ontario.ca/getfunding
January 2022	<ul style="list-style-type: none"> • Learn whether your application is approved. If it is approved, enter into a transfer payment agreement for project funding, and receive an initial payment once the agreement is executed.
April 2022	<ul style="list-style-type: none"> • Review Stream: Submit an interim project status report
Quarterly starting May 2022	<ul style="list-style-type: none"> • Implementation Stream: Submit quarterly project status and expenditure reports
October 2022	<ul style="list-style-type: none"> • Review Stream: Post the third-party reviewer’s final report online and submit your final project status report. The final report will include: a hyperlink to the publicly posted third-party reviewer’s report; the amount paid to the third-party reviewer and a copy of the invoice; a statement of the total amount of expenditures reviewed and the total amount identified as potential savings; and a 250-word abstract of the project and its findings.
By February 2023	<ul style="list-style-type: none"> • Implementation Stream: All implementation stream projects are completed. Submit final reports including copies of invoices.

FOR MORE INFORMATION

Please direct program questions to your [Municipal Services Office Municipal Advisor](#) or Municipal.Programs@ontario.ca.

For support with the Transfer Payment Ontario (TPON) system contact the Transfer Payment Ontario Client Care from Monday to Friday 8:30 a.m. to 5:00 pm, except for statutory holidays:

- [Tel: 416-325-6691](tel:416-325-6691)
- [Toll-free: 1-855-216-3090](tel:1-855-216-3090)
- [TTY: 416-325-3408](tel:416-325-3408)
- [Toll-free TTY: 1-800-268-7095](tel:1-800-268-7095)
- Email: TPONCC@ontario.ca

North Bay District Office
3301 Trout Lake Road
North Bay, ON P1A 4L7
Tel : 705-475-5550
Fax : 705-475-5500

District de North Bay
3301 chemin Trout Lake
North Bay, ON P1A 4L7
Tél. : 705-475-5550
Télééc. : 705-475-5500



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August 16, 2021

To whom it may concern:

Please find enclosed a copy of both the English and French versions of the Minor Amendment advertisement to the Nipissing Forest 2019-2029 Forest Management Plan for your review. This amendment is to provide for the addition of 1,204 ha for harvesting and for an extension of a branch road corridor (Reed's Road) for 4.7 km. A corresponding area is also removed from harvest as part of this amendment to ensure the approved amount of harvest area is not exceeded.

This Minor Amendment will be available for review online, for a 15-day period from **Monday August 16, 2021** by contacting any of the offices listed on the attached notice.

Please note that any comments regarding this amendment must be received no later than **August 31, 2021** by Francisco Murphy, R.P.F. of the North Bay District NDMNRF office. Following this review period, the Minor Amendment will be approved by the North Bay District NDMNRF office.

Sincerely,

A handwritten signature in black ink, appearing to read "Francisco Murphy".

Francisco Murphy, R.P.F.
Management Forester
North Bay District Ministry of Northern Development, Mines, Natural Resources and Forestry

cc: Scott McPherson, R.P.F., Plan Author, Nipissing Forest Resource Management Inc.

Enclosure: Media Advertisement (ENG & FR)

REVIEW

MINOR AMENDMENT REVIEW

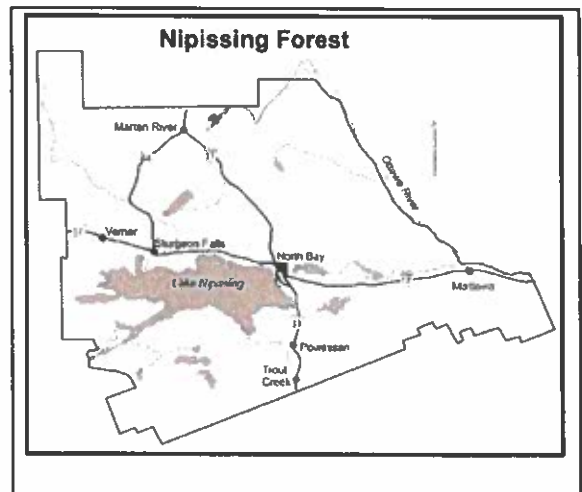
NIPISSING FOREST 2019-2029 FOREST MANAGEMENT PLAN

The Ontario **Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNR)**, **Nipissing Forest Resource Management Inc. (NFRM)** and the **North Bay District Local Citizens' Committee (LCC)** invite you to review a minor amendment to the 2019-2029 Forest Management Plan (FMP) for the **Nipissing Forest** and to provide comments.

This amendment provides for:

- Addition of 1,204 hectares for harvesting.
- Extension of branch road corridor (Reed's Road) for 4.7 km

Comments and/or concerns from those affected by the operations with respect to this minor amendment must be received within the 15-day review period and no later than **August 31, 2021** by Francisco Murphy, R.P.F. of the North Bay NDMNR Office, see contact information below. If no concerns have been raised following the 15-day review period, the minor amendment will be approved. After approval the amendment will remain on the Natural Resources Information Portal for the duration of the FMP at <https://nrip.mnr.gov.on.ca/s/fmp-online>.



Francisco Murphy, R.P.F.
Ministry of Northern Development, Mines, Natural Resources and Forestry
875 Gormanville Rd., North Bay, ON P1B 8G3
tel: 705-491-5875
email: francisco.murphy@ontario.ca
office hours: Monday – Friday, 8:00am-4:30pm

During the 15-day review period, there is an opportunity to make a written request to seek resolution of issues with the NDMNR District Manager or the Regional Director using a process described in the *Forest Management Planning Manual (2020) (Part C, Section 6.1.5)*.

The Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNR) is collecting your personal information and comments under the authority provided by the Forest Management Planning Manual, 2020 approved by regulation under Section 68 of the *Crown Forest Sustainability Act, 1994*. Any personal

information you provide (home and/or email address, name, telephone number, etc.) may be used and shared between NDMNRF and/or the sustainable forest licensee to contact you regarding comments submitted. Your comments will become part of the public consultation process and may be shared with the general public. Your personal information may also be used by the NDMNRF to send you further information related to this forest management planning exercise. If you have questions about the use of your personal information, please contact MNRF.NorthBay@ontario.ca

Renseignements en français : MNRF.NorthBay@ontario.ca



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MPP Randy Pettapiece
randy.pettapiece@pc.ola.org

August 16, 2021

RE: Relationship with MPAC

Dear MPP Pettapiece,

At the regular meeting of Council held on August 5, 2021, Perth County Council passed the following resolution brought forward from a Notice of Motion:

WHEREAS municipal governments in Ontario are obliged to receive property assessment services from the Municipal Property Assessment Corporation (MPAC); and

WHEREAS municipalities are funding the mandatory services of MPAC; and

WHEREAS the work of MPAC directly affects the equitability of property taxation in Perth County and in Ontario; and

WHEREAS the Government of Ontario has announced in its 2021 Ontario Budget, that it will be undertaking a Property Assessment and Taxation Review which will address MPAC's performance and will seek the input from all benefiting municipalities; and

WHEREAS the Council of the County of Perth endorses Ontario's expressed intention for a review, including a review of the accuracy and stability of property assessments and the strengthening of governance and accountability of MPAC; and

WHEREAS the County of Perth acknowledges that an evaluation of MPAC is warranted given there have been a number of performance and level of service concerns that need to be addressed;

NOW THEREFORE, be it resolved by the Council of the County of Perth:

THAT Staff be given direction to research and prepare a report in anticipation of the Province's request for input that achieves the following:

- Reviews the details of the financial performance (e.g., balance sheet and income statement reviews) of the Municipal Property Assessment Corporation to support our understanding of the viability of the Corporation and its alignment of spend and assets for their defined mission, mandate and objectives;

- Reviews level of service parameters and performance levels (e.g., key indicators related to accuracy, timeliness, process efficiencies, consistency of outcomes, land use classification revisions, and missed properties) of MPAC efforts in Perth County, collaborating with the lower tier municipalities of Perth County to support with data collection; and
- Clarifies the current governance model and accountabilities of MPAC's Board of Directors, including accountabilities for their performance and means of complaint submission and resolution.

AND THAT, a letter, including a copy of this resolution, be distributed to MPP Randy Pettapiece, Perth-Wellington; Hon. Steve Clark, the Minister of Municipal Affairs and Housing; and all municipalities in Ontario.

We thank you for your advocacy on this matter and look forward to supportive responses from our municipal counterparts and officials from all levels of government.

Sincerely,



Jim Aitcheson, Warden
The Corporation of the County of Perth

CC:

Hon. Steve Clark – Steve.Clark@pc.ola.org
Ontario Municipalities

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Sent Via Email

August 13, 2021

To: Hon. Justin Trudeau, Prime Minister of Canada

RE: Petition to include the PSA test for men into the National Health Care system

At its regular meeting on August 4, 2021, Council of the Township of Springwater passed the following resolution:

C402-2021

Moved by: Cabral

Seconded by: Chapman

That Council for the Township of Springwater endorse the resolution from the Town of Cochrane petitioning the Federal and Provincial Government to include the PSA test for men into the National Health Care system; and,

That this resolution be sent to the Hon. Justin Trudeau, Prime Minister of Canada; the Hon. Doug Ford, Premier of Ontario; the Hon. Patty Hajdu, Minister of Health (Canada); the Hon. Christine Elliott, Minister of Health (Ontario); MP Doug Shipley, Barrie - Springwater - Oro-Medonte; the Hon. Doug Downey, Attorney General and MPP Barrie - Springwater - Oro-Medonte; all Ontario Municipalities and all First Nation Communities.

Carried.

Please do not hesitate to contact me should you have any questions.

Yours Truly,

Don Allen
Mayor, Township of Springwater

Cc:

Hon., Doug Ford, Premier of Ontario;

Hon. Patty Hajdu, Minister of Health (Canada);

Hon. Christine Elliott, Minister of Health (Ontario);

MP Doug Shipley, Barrie - Springwater - Oro-Medonte;

Hon. Doug Downey, Attorney General and MPP Barrie - Springwater - Oro-Medonte;

All Ontario Municipalities

Info

From: AMO Communications <Communicate@amo.on.ca>
Sent: Friday, August 13, 2021 4:34 PM
To: Info
Subject: AMO's 2020 Annual Report

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Annual Report

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August 13, 2021

Dear AMO Member,

On behalf of the AMO Board of Directors, AMO is pleased to provide the Association's most current Annual Report.

The Report includes messages from the AMO President and the Secretary-Treasurer, the Executive Director's Report, along with information on the activities of the Association during the year, and the audited financial statements. It will form part of Secretary Treasurer's report at the [AMO AGM](#) on Monday, August 16, 2021.

Note: Every attempt has been made to make AMO Annual Reports accessible. Financial statements are provided by a third party and are not AODA compliant. If you require a fully accessible document please contact AMO at amo@amo.on.ca or 416.971.9856.

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



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Association of Municipalities of Ontario
200 University Ave. Suite 801, Toronto ON Canada M5H 3C6

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ANNUAL REPORT | 2020

AMO Association of
Municipalities Ontario

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Message from the AMO President



I was pleased and very proud to be elected AMO President in 2020. Taking on the role in what has been a very challenging year for our members and our communities has been a rewarding experience, and I am very grateful for the opportunity to serve in this way.

AMO has a dedicated and capable Board made up of municipal councillors, heads of council and public servants from every part of Ontario. They bring local perspectives and firsthand experience to the table, helping to identify broader needs of the sector and the collective aspirations of Ontario's communities. AMO's members govern, and provide critically important services to about 80% of Ontario's population. That's nearly one in three Canadians.

AMO staff did a great job again in 2020 of leading our policy development, member services and administrative functions to ensure you are well served. In partnership with the Board and AMO's members, staff have continued to forge a leadership role for AMO in government relations and advocacy. As an advocacy organization, AMO's influence is second to none.

2020 will be remembered as the year of exceptional challenges. The impact of COVID-19 on communities, families, businesses, essential workers, and governments is immeasurable. But the collective response of people, institutions, and governments can be measured in lives saved and the resiliency of our communities.

In 2020, AMO's relationship with the Ontario government shifted from advocacy to collaboration as municipalities and the province worked in partnership to maintain key services and supports, to keep people safe and to safeguard economic stability. This collaboration has continued into 2021 and will be essential to Ontario's recovery and its future prosperity.

I want to thank AMO members for the work you do and for your support. None of the work we do would be possible without the support of AMO members.

Your membership in AMO makes a world of difference.

A handwritten signature in black ink, appearing to read 'Graydon Smith'. The signature is fluid and cursive, with a large initial 'G'.

Graydon Smith

President, AMO

Mayor, Town of Bracebridge

Secretary-Treasurer's Report



I am pleased to provide you with my report on the 2020 financial status and some highlights of the Association from a corporate lens.

AMO continues to have a strong consistent membership base. In 2020, AMO had a membership of 420 municipal members - representing 95% of all municipalities.

Our membership is further strengthened by 38 organizations that are Partners, Associates, Districts and Affiliates. We are pleased to have a working relationship with these unique members as we advance the interests of municipal government.

A copy of the audited financial statements for the year ending December 31, 2020, is included in this report. The Association continues to be in good financial shape. The main sources of revenue for the Association are membership fees and the annual conference. AMO's Audit Committee meets three times a year with the auditors as part of the Association's accountability framework.

The Finance and Operations Centre is the backbone of the corporate operations, including the financial management, reporting and risk management, as well as the management of its assets, information services, website management, information technology and data management. It provides a broad range of operational support, including: information service and technology solutions; webinars and video meetings; and support to all AMO educational events, including the registration of over 1,500 participants in our first ever virtual AMO annual conference.

AMO's website had over 546,000 pageviews in 2020. Subscription to the weekly AMO WatchFile is currently at 7,900. Communicating with our members and keeping everyone up to date is just part of the value-added benefit of an AMO membership.

The work of the Finance and Operations Centre is important to the success of the Association and its related organizations - LAS, MEPCO and ONE.

A handwritten signature in black ink, appearing to read 'Gary Dyke', written over a large, light-colored circular mark.

Gary Dyke

*Secretary-Treasurer
CAO, Municipality of North Grenville*

Message from the Executive Director



It has been a remarkable year and 2020 will be remembered as a year when organizations like AMO worked hard to respond to crisis. It would be more accurate to say, AMO worked hard to support its members and the vitally important work they do to keep communities safe and to protect the services Ontarians rely on most.

I hope 2020 will be remembered as a year in which AMO served its members well.

Guided by an exceptional Board, AMO did what it does best. It kept members informed of rapidly changing terrain. It responded to members' needs for strategic information. It made much needed connections with ministries in need of municipal expertise. It advocated successfully for financial assistance to protect municipal services. It created opportunities for provincial-municipal collaboration, and for critically important discussions about local priorities and province-wide impacts.

At no other time in Ontario's history has the essential role of municipalities been so well understood. AMO's capacity to make these connections reflects many years of partnership with successive Ontario governments and a remarkable network of municipal staff and members of council who generously share their time and knowledge to support the work we do. Thank you.

I also want to say thanks, on behalf of AMO, for your support of our virtual 2020 AMO Conference. The AMO Board took a risk that the AMO staff could achieve something new and untested, and agreed that the importance of an AMO Conference in 2020 made the challenge worthwhile.

The 2020 Conference was a great success, due in large part to partnerships with the Government of Ontario and TVO. But the real success was reflected in strong member support and your positive feedback. As we prepare for another virtual conference in 2021, we are building on lessons from 2020 to meet your heightened expectations.

I am keenly aware of the important part AMO plays in shaping public policy, supporting members, and facilitating local innovation through a range of services and supports. These core objectives will continue to drive the work we do.

Thank you to our members for your support. It makes a world of difference to the work we do on your behalf. I also want to take note of the contributions of the many extraordinary municipal public servants who work with the AMO staff to ensure our advocacy and member services reflect the best knowledge of your priorities, challenges, and aspirations.

A handwritten signature in black ink, appearing to read 'Brian Rosborough'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Brian Rosborough

Executive Director

AMO Enterprise Centre Report

AMO's Enterprise Centre (EC) builds strategic relationships with partners where there is shared value – the partner succeeds in achieving business goals while AMO maximizes benefits to members.

Municipal governments are exploring how to harness digital technologies to assist staff, improve service delivery, operational efficiencies, and engagement with residents. In 2020, EC secured a partnership with MindBeacon – a digital mental health provider that provides therapist assisted, mental health supports for municipal employees and their families.

The COVID-19 pandemic accelerated municipal government digital transformation. For many municipalities, embracing digital transformation initiatives moved from the back burner to front-and-centre. Municipalities pivoted to online services to maintain business continuity for internal administration as well as citizen-facing work.

Implementing digital solutions requires a substantial amount of legwork and research – which can be a challenge for many, even under non-pandemic conditions. Since 2017, AMO has been doing that legwork. It has since partnered with leading providers to offer scalable, affordable, and easy-to-use technologies to help members find ways to be more efficient and reduce costs. In 2020, more than 50 municipalities took advantage of AMO's Digital Partnerships.

AMO continues to identify potential partners that offer cost-effective, proven, and appropriate technology to help members with digital transformation efforts.

Judy Dezell, *Director*

AMO Membership Centre Report

AMO's Membership Centre (MC) supports the AMO membership through the development and delivery of events, education and training, the management of key transfer payment programs such as the federal Gas Tax (now known as the Canada Community-Building Fund), and the fulfilment of AMO's responsibilities as a key sponsor of the over \$100 billion OMERS Pension Plan.

In 2020, the Membership Centre's Gas Tax team distributed nearly \$650 million in funding to Ontario's municipalities, bringing the accumulated total to approximately \$8.85 billion. The federal Gas Tax team worked directly with municipalities to make advances in municipal asset management and continues its leadership on a national scale.

Due to the COVID-19 pandemic, many municipalities experienced disruption to local projects. AMO staff successfully secured an extension to the \$26 million Main Street Revitalization Initiative to allow municipalities to use this important funding.

Over the year, the Centre delivered and developed educational support on such topics as local land use planning; modernized the new councillor training; and initiated training that supports municipalities in addressing critical issues such as human rights and equity, indigenous cultural competency, and leadership through crisis.

In response to public health measures that limited large-scale gatherings, the Centre shifted its efforts to successfully deliver AMO's first virtual annual conference. Once again, the conference brought to its membership timely content, delegation meetings, leadership engagement, and multiple Ministers' Forums.

Petra Wolfbeiss, *Director*

AMO Policy Centre Report

AMO's Policy Centre (PC) conducts research, policy analysis and advocacy to ensure that provincial policies and programs respect municipal authority.

2020 was an extremely busy and different year for the Policy Centre as all policy work as of March 2020 was done with a COVID-19 lens. This involved increased municipal-provincial policy liaison on everything from: keeping municipal governments' financially whole so that critical local services could continue; ability to have virtual council meetings; stabilization of public health budgets; pandemic pay matters; to COVID public health measures and orders and the respective municipal impacts.

We developed and maintained a COVID-19 resource page where all the provincial emergency orders, regulations and constantly changing information remained updated and we also worked with the province get timely answers to members' COVID-related inquiries. While doing this, we also continued our efforts on a full suite of policy issues with over 20 provincial ministries with an emphasis on strategic issues regarding: broadband, housing, social assistance, long-term care, planning, policing and the Blue Box. We supported the AMO and ROMA conferences with timely concurrent sessions as well as the first virtual Ministers' Forums in August 2020.

Much of the policy analysis and advocacy work involved municipal volunteers from across the province in our task forces, technical working groups and through the many municipal sector associations and networks. This is invaluable to our policy process so that our advocacy is aligned with municipal interests across all regions of the province.

Monika Turner, Director

AMO Finance and Operations Centre Report

AMO's Finance and Operations Centre (FO) is responsible for managing the Association's and AMO-related organizations' accounting, financial systems, risk management, information technology, human resources, website management, information systems and data. Information is disseminated to the AMO membership and the public-at-large using AMO and AMO-related websites and other electronic tools by leveraging our membership database.

Over the past two years we transitioned our websites to fully mobile and accessible sites. In 2019, we completed work on LAS, ONE and Gas Tax at Work. We are happy to report that in 2020, AMO, Municipal Employer Pension Centre Ontario (MEPCO), Ontario Small Urban Municipalities (OSUM), and Rural Ontario Municipal Association (ROMA) are now also fully mobile and accessible.

We are excited to continue with the planning phase of our digitization strategy for all AMO and AMO-related organizations to eliminate the need for paper storage and to bring additional cost savings and process efficiency to the organization.

Afshin Majidi, Director

AMO Board of Directors

* Indicates member of the AMO Executive Committee

AMO Board of Directors

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AMO President
Mayor, Town of Bracebridge

Gary Dyke*

Secretary-Treasurer
CAO, Municipality of North Grenville

Jamie McGarvey*

Past President
Mayor, Town of Parry Sound

Trevor Wilcox*

Past Secretary-Treasurer
General Manager, Corporate
Performance, County of Simcoe

Association Française des Municipalités de l'Ontario (AFMO)

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Maire/Mayor,
Ville de/Town of Hearst

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Deputy Warden, County of Grey
Mayor, Municipality of Grey Highlands

Justin Bromberg

Chief of Staff & Communications
Manager, United Counties of
Prescott & Russell

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Warden, Simcoe County
Mayor, Township of Tiny

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Mayor, Municipality of
Middlesex Centre

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Warden, County of Renfrew, Reeve,
Township of Laurentian Valley

Large Urban Caucus

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Chair, Large Urban Caucus
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President, NOMA
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FONOM President
Councillor, City of Temiskaming Shores
(NE)

Rick Dumas

Mayor, Town of Marathon (NW)

Doug Lawrance

Mayor, Municipality of Sioux Lookout
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Nicole Fortier Levesque

Maire/Mayor, Canton de/Township of
Moonbeam (NE)

Roger Sigouin

Maire/Mayor, Ville de/Town of Hearst
(NE)

Regional and Single-Tier Caucus

Colin Best*

Chair, Regional Caucus
Councillor, Region of Halton

Riley Brockington

Councillor, City of Ottawa

Robert Foster

Councillor, Region of Niagara

John Henry

Chair, Region of Durham

Deb McIntosh

Councillor, City of Greater Sudbury

Karen Redman

Chair, MARCO
Chair, Region of Waterloo

Paul Vicente

Councillor, Region of Peel

Rural Caucus

Robin Jones*

Chair, Rural Caucus
Chair, ROMA
Mayor, Village of Westport

Peter Emon

Reeve, Town of Renfrew

Christa Lowry

Mayor, Municipality of Mississippi Mills

Christine Robinson

Mayor, Municipality of West Grey

Sandra Datars Bere

CAO, County of Bruce

Small Urban Caucus

Lynn Dollin*

Chair, Small Urban Caucus
Mayor, Town of Innisfil

Jo-Anne Albert

Mayor, Municipality of Tweed

Bob Kwapis

Councillor, Town of Newmarket

Hilda MacDonald

Mayor, Municipality of Leamington

Rick Milne

Chair, OSUM
Mayor, Town of New Tecumseth

Michael Touw

CAO, Town of Perth

**Association of Municipalities of Ontario
Financial Statements
For the year ended December 31, 2020**

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Independent Auditor's Report

To the Directors of Association of Municipalities of Ontario

Opinion

We have audited the financial statements of Association of Municipalities of Ontario ("AMO"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of AMO as at December 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of AMO in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing AMO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate AMO or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing AMO's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of AMO's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on AMO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause AMO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Oakville, Ontario
June 25, 2021

Association of Municipalities of Ontario
Statement of Financial Position

December 31	2020	2019
Assets		
Current		
Cash	\$ 495,636	\$ 310,959
Accounts receivable (Notes 3 and 17)	1,958,130	424,978
Investments (Note 4)	16,486,697	12,887,421
Prepaid expenses	295,068	249,988
	<u>19,235,531</u>	<u>13,873,346</u>
Investment in LAS (Note 5)	100	100
Property and equipment (Note 6)	77,372	91,334
	<u>\$ 19,313,003</u>	<u>\$ 13,964,780</u>

Liabilities and Net Assets

Current		
Accounts payable and accrued liabilities (Note 8)	\$ 1,617,953	\$ 750,599
Deferred revenue	14,200	600
Deferred contributions - projects (Note 9)	2,317,811	1,874,109
Deferred contributions - other (Note 10)	215,730	188,383
	<u>4,165,694</u>	<u>2,813,691</u>
Net assets		
Restricted funds	7,484,907	5,770,491
General funds - unrestricted		
Investment in LAS	100	100
Other	7,662,302	5,380,498
	<u>15,147,309</u>	<u>11,151,089</u>
	<u>\$ 19,313,003</u>	<u>\$ 13,964,780</u>

On behalf of the Board:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.

Association of Municipalities of Ontario Statement of Operations

For the year ended December 31 2020 2019

	Federal Gas		Other		Total
	Tax Restricted	Restricted	Unrestricted	Total	
Revenue					
Memberships fees	\$ -	\$ -	\$ 2,176,016	\$ 2,176,016	\$ 2,176,016
Conferences and seminars	-	-	910,935	910,935	910,935
Investment income	-	-	89,228	89,228	89,228
Administration and occupancy (Note 3)	-	-	4,976,106	4,976,106	4,976,106
Other income	-	-	142,773	142,773	142,773
Funds received					
Federal gas tax	647,931,647	-	-	647,931,647	1,297,872,568
Main Street revitalization (Note 9)	-	237,484	-	237,484	1,315,372
Municipal Asset Management Program	-	203,237	-	203,237	251,879
Community School Alliance	-	-	-	-	1,000
Continuous Improvement Fund Project (CIF) (Note 9)	-	383,434	-	383,434	480,921
Waste Diversion Project (Note 9)	-	349,670	-	349,670	403,143
Steward Obligation Project (Note 9)	-	188,810	-	188,810	104,057
Interest earned on funds received	146,592	14,229	-	160,821	907,795
Government subsidies (Note 17)	-	-	1,546,054	1,546,054	-
	648,078,239	1,376,864	9,841,112	659,296,215	1,310,980,799
Expenditures					
General - Administration	-	-	696,151	696,151	899,240
Policy - Administration	1,671,836	212,354	1,794,442	3,678,632	3,677,823
Corporate services - Administration	-	-	4,237,452	4,237,452	4,207,302
- Conference, seminars and membership centre	-	-	831,263	831,263	1,381,209
Funds distributed	644,691,987	-	-	644,691,987	1,294,632,913
Federal gas tax	-	39,359	-	39,359	1,045,739
Main Street revitalization	-	203,237	-	203,237	251,879
Municipal Asset Management Program	-	-	-	-	1,000
Community School Alliance	-	-	-	-	480,921
Continuous Improvement Fund Project (CIF) (Note 9)	-	383,434	-	383,434	403,143
Waste Diversion Project (Note 9)	-	349,670	-	349,670	403,143
Steward Obligation Project (Note 9)	-	188,810	-	188,810	104,057
	646,363,823	1,376,864	7,559,308	655,299,995	1,307,085,226
Excess of revenue over expenditures before the undernoted	1,714,416	-	2,281,804	3,996,220	3,895,573
Federal gas tax - administration fee surplus distribution	-	-	-	-	8,794,577
Excess (deficiency) of revenue over expenditures	\$ 1,714,416	\$ -	\$ 2,281,804	\$ 3,996,220	\$ (4,899,004)

The accompanying notes are an integral part of these financial statements

Association of Municipalities of Ontario
Statement of Changes in Net Assets

	2020		2019	
	Restricted Funds	Unrestricted Funds	Total	Total
For the year ended December 31				
Balance, beginning of year	\$ 5,770,491	\$ 5,380,598	\$ 11,151,089	\$ 16,050,093
Excess (deficiency) of revenue over expenditures for the year	1,714,416	2,281,804	3,996,220	(4,899,004)
Balance, end of year	\$ 7,484,907	\$ 7,662,402	\$ 15,147,309	\$ 11,151,089

The accompanying notes are an integral part of these financial statements.

Association of Municipalities of Ontario Statement of Cash Flows

For the year ended December 31	2020	2019
Cash provided by (used in)		
Operations		
Excess (deficiency) of revenue over expenditures	\$ 3,996,220	\$ (4,899,004)
Adjustment required to reconcile excess (deficiency) of revenue over expenditures with net cash provided by operating activities		
Amortization of property and equipment	45,912	69,162
Changes in non-cash working capital balances		
Accounts receivable	(1,533,152)	(203,836)
Prepaid expenses	(45,080)	52,752
Accounts payable and accrued liabilities	867,354	(123,872)
Deferred revenue	13,600	(33,386)
Deferred contributions - projects	443,702	(1,615,767)
Deferred contributions - other	27,347	32,322
	<u>3,815,903</u>	<u>(6,721,629)</u>
Investing activities		
Purchase of property and equipment	(31,950)	(51,658)
Redemption (purchase) of investments	<u>(3,599,276)</u>	<u>6,071,377</u>
	<u>(3,631,226)</u>	<u>6,019,719</u>
Increase (decrease) increase in cash	184,677	(701,910)
Cash, beginning of year	310,959	1,012,869
Cash, end of year	\$ 495,636	\$ 310,959

The accompanying notes are an integral part of these financial statements.

Association of Municipalities of Ontario

Notes to Financial Statements

December 31, 2020

1. Basis of Presentation

Association of Municipalities of Ontario ("AMO") is a not-for-profit organization incorporated, without share capital, under Letters Patent on May 11, 1990 under the Corporations Act (Ontario). The mandate of AMO is to promote, support and enhance strong and effective municipal government in Ontario.

As a not-for-profit organization, AMO is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Accounting standards for not-for-profit organizations require entities to select policies appropriate for their circumstances from choices provided in the specific standards. The following are details of the choices selected by AMO and applied in these financial statements.

Funds

The Restricted funds represent the Federal Gas Tax and Main Street Revitalization programs, which include grants which have specific external restrictions placed on their use by the funder.

The General funds account for AMO's operations and reports unrestricted and externally restricted resources without a specific fund that are not included in the Restricted funds.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the year. Actual results could differ from those estimates.

Investment in Subsidiaries

Local Authority Services ("LAS") is a wholly owned subsidiary of AMO. The investment in LAS is stated at cost. A financial summary of LAS is presented and disclosed in Note 5.

Municipal Employer Pension Centre of Ontario ("MEPCO") is controlled by AMO. A financial summary of MEPCO is presented and disclosed in Note 5.

Association of Municipalities of Ontario

Notes to Financial Statements

December 31, 2020

2. Significant Accounting Policies (continued)

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs incurred on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

Revenue Recognition

AMO follows the restricted fund method for all externally restricted contributions. Under the restricted fund method, externally restricted contributions of the restricted funds are recognized as revenue in the year of receipt. Externally restricted contributions of the general funds are deferred until the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue when the amount is reasonably estimated and collection is reasonably assured.

Membership and administration and occupancy fees are recognized as revenue in the period to which the fees relate.

Conferences and seminar revenue is recognized in the period in which the event occurs, or the service is provided.

Fees received in advance of the period to which they relate are recorded as deferred revenue in the statement of financial position.

Investment income is recognized as revenue in the period it is earned.

Government subsidies are recorded as revenue in the year in which the related expenditures are incurred.

Property and Equipment

Property and equipment are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Computer hardware	-	4 years straight-line
Furniture and fixtures	-	5 years straight-line

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

2. Significant Accounting Policies (continued)

Pension

AMO makes contributions on behalf of its employees to Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer pension plan. The Plan is a defined benefit plan which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. As the amount AMO is obligated to contribute under the Plan is not quantifiable, the accounting, presentation and disclosures that would otherwise be required are not determinable. Due to this fact, AMO follows the standards for a defined contribution plan, the details of which are disclosed in Note 13. The amounts contributed are expensed.

3. Related Party Transactions

Included in accounts receivable are amounts due from related parties as follows:

	<u>2020</u>	<u>2019</u>
LAS	\$ 189,073	\$ 158,164
MEPCO	29,004	22,093
ROMA	-	5,824

These amounts are unsecured, repayable on demand and are non-interest bearing.

Included in administration and occupancy fees are administration and occupancy fees charged to:

	<u>2020</u>	<u>2019</u>
LAS	\$ 849,714	\$ 775,108
MEPCO	466,744	468,865
ROMA	104,461	98,194

These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

4. Investments

	<u>2020</u>	<u>2019</u>
One Investment High Interest Savings Account (HISA) bearing interest at bank prime rate less 1.535% (2019 - bank prime rate less 1.535%).	<u>\$ 16,486,697</u>	<u>\$ 12,887,421</u>

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

5. Subsidiaries

Local Authority Services ("LAS")

LAS is a wholly owned subsidiary of AMO. The mandate of LAS is to work with municipalities, their agencies, boards and commissions, as well as other organizations of Ontario's broader public sector to assist them in reducing their expenditures and to increase their levels of non-tax revenues through the principle of joint or cooperative procurement efforts.

LAS has not been consolidated in AMO's financial statements. Financial statements of LAS are available on request. A financial summary of LAS as at December 31, 2020 and 2019 and for the years then ended is as follows:

	2020	2019
Financial position		
Total assets	\$ 14,331,674	\$ 13,426,589
Total liabilities	3,951,927	3,442,054
Net assets	\$ 10,379,747	\$ 9,984,535
Net assets comprise:		
Internally restricted	\$ 5,592,229	\$ 5,810,183
Unrestricted	4,787,518	4,174,352
	\$ 10,379,747	\$ 9,984,535
Results of operations		
Total revenue	\$ 25,535,980	\$ 28,153,144
Total expenditures	24,390,768	26,680,165
Excess of revenue over expenditures before undernoted item	1,145,212	1,472,979
Distribution of natural gas program surplus	(750,000)	(2,000,000)
Excess (deficiency) of revenue over expenditures	\$ 395,212	\$ (527,021)
Cash provided by (used in)		
Operating activities	\$ 220,505	\$ (3,332,072)
Investing activities	(24,769)	65,117
Net change in cash	\$ 195,736	\$ (3,266,955)

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

5. Subsidiaries (continued)

Municipal Employer Pension Centre Ontario ("MEPCO")

AMO is the only member of MEPCO. The mandate of MEPCO is to fulfill the obligations of the Association and others under the Ontario Municipal Employees Retirement Systems Act, 2006.

MEPCO has not been consolidated in AMO's financial statements. Financial statements of MEPCO are available on request. A financial summary of MEPCO as at December 31, 2020 and 2019 and for the years then ended is as follows:

	2020	2019
Financial position		
Total assets	\$ 970,111	\$ 931,601
Total liabilities	43,146	46,033
Net assets	\$ 926,965	\$ 885,568
Net assets comprise:		
Internally restricted	\$ 767,441	\$ 767,441
Unrestricted	159,524	118,127
	\$ 926,965	\$ 885,568
Results of operations		
Total revenue	\$ 643,957	\$ 637,905
Total expenditures	602,560	628,682
Excess of revenue over expenditures	\$ 41,397	\$ 9,223
Cash provided by (used in)		
Operating activities	\$ 25,315	\$ 4,625
Investing activities	(40,182)	(28,442)
Net change in cash	\$ (14,867)	\$ (23,817)

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

6. Property and Equipment

	2020		2019	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	\$ 1,352,395	\$ 1,287,487	\$ 1,320,445	\$ 1,246,970
Furniture and fixtures	66,336	53,872	66,336	48,477
	\$ 1,418,731	\$ 1,341,359	\$ 1,386,781	\$ 1,295,447
Net book value		\$ 77,372		\$ 91,334

7. Affiliate

Rural Ontario Municipal Association ("ROMA")

A number of AMO's Board members serve on ROMA's Board of Directors. ROMA brings the rural perspective to the policy work of AMO, focusing on matters which affect rural communities so that they are brought to the attention of provincial and federal governments.

ROMA has not been consolidated in AMO's financial statements. Financial statements of ROMA are available on request. A financial summary of ROMA as at December 31, 2020 and 2019 and for the years then ended is as follows:

	2020	2019
Financial position		
Total assets	\$ 1,061,320	\$ 1,278,163
Total liabilities	317,987	722,199
Net assets	\$ 743,333	\$ 555,964
Results of operations		
Total revenue	\$ 959,412	\$ 831,901
Total expenditures	772,043	726,150
Excess of revenue over expenditures	\$ 187,369	\$ 105,751
Cash provided by (used in)		
Operating activities	\$ (162,082)	\$ 274,542
Investing activities	197,567	(305,842)
Net change in cash	\$ 35,485	\$ (31,300)

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

8. Accounts Payable and Accrued Liabilities

Included in accounts payable and accrued liabilities are amounts payable to the government of \$890,834 (2019 - \$27,768).

9. Deferred Contributions - Projects

Deferred contributions – projects are amounts received from parties to carry out specific projects. Funds are recognized as revenue in the period in which the related expenses are incurred. If amounts are not expended, amounts may be refundable.

	Balance beginning of year	Received /reallocated in the year	Disbursed and recognized in the year	Balance end of year
Community School Alliance Continuous Improvement Fund project (CIF)	\$ 34,316	\$ 2,748	\$ -	\$ 37,064
Waste Diversion Project	60,413	600,352	383,434	277,331
Waste Diversion Project Wind-up	338,314	650,000	349,670	638,644
Steward Obligation Project	200,000	-	-	200,000
Main Street Revitalization Fund Project	31,179	350,000	188,810	192,369
	1,209,887	-	237,484	972,403
2020	\$ 1,874,109	\$ 1,603,100	\$ 1,159,398	\$ 2,317,811
2019	\$ 3,489,876	\$ 688,726	\$ 2,304,493	\$ 1,874,109

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

10. Deferred Contributions - Other

Deferred contributions – other represent unspent resources for specific projects which must be approved by the various groups/organizations. Changes in the deferred contributions – other balance are as follows:

	Balance beginning of year	Received /reallocated in the year	Disbursed and recognized in the year	Balance end of year
Regional/Single Tier Caucus	\$ 8,236	\$ -	\$ -	\$ 8,236
Youth Engagement				
Initiative Fund	66,374	1,000	5,496	61,878
Training and development	113,773	31,843	-	145,616
2020	\$ 188,383	\$ 32,843	\$ 5,496	\$ 215,730
2019	\$ 156,061	\$ 32,322	\$ -	\$ 188,383

11. Restricted Funds

Federal gas tax program

On June 17, 2005, the Government of Canada, the Province of Ontario, AMO and the City of Toronto signed an agreement setting out new revenue sharing arrangements for federal gas tax revenues for investment in municipal infrastructure. AMO administers the fund on behalf of the federal government for all municipalities except Toronto. The agreement resulted in funds of \$1.453 billion flowing to municipalities from 2005 to 2010. Under the Agreement, AMO received 1% of the amounts received and distributed to administer the funds. In 2009, the agreement was extended with an additional \$2.361 billion of funds flowing to municipalities over the period 2010-2014. As part of the extended agreement, the administration fee was reduced to 0.5% to better reflect the related costs. At December 31, 2013, AMO had accumulated \$20.692 million in surplus administration funds primarily related to 2005 to 2010.

In 2014, the program was made permanent using a ten-year agreement model with a midterm review. \$3.849 billion flowed to municipalities for 2014-2018 based on 2011 population data with AMO continuing to receive 0.5% of the amounts it received to administer the funds. In 2014, the AMO Board of Directors decided to establish a restricted reserve to hold \$5 million for wind up of the program and to distribute the balance of \$15,692,043 in surplus administration funds accumulated up to December 31, 2013 to all municipalities (except Toronto) on a per capita basis – in keeping with how funds are allocated under the agreement - using the 2006 population data from Statistics Canada. In 2018, allocations for 2019-2023 were confirmed to flow to Ontario municipalities based on 2016 population data.

Association of Municipalities of Ontario

Notes to Financial Statements

December 31, 2020

11. Restricted Funds (continued)

Federal gas tax program (continued)

In 2019, there was a one-time doubling of the funds by the Government of Canada. Also in 2019, AMO distributed \$12,044,284 in surplus administration fees. The \$3,249,707 administration fee AMO is not taking for the doubling of the funds in 2019 was included in that amount. Separately, per the Federal Gas Tax Business Plan, \$3.5 million was placed in a reserve account. In 2020, all payments were made to the Ontario municipalities based on the allocations confirmed for 2019-2023.

12. Capital Disclosures

The capital structure of AMO consists of restricted and unrestricted net assets. The unrestricted funds include a provision for a six month allowance should it become necessary to wind up the Association. The Association manages its capital and makes adjustments to it in light of economic conditions and the risk characteristics of the underlying assets.

AMO's main objective when managing capital is to safeguard its ability to continue as a going concern, so that it can continue to provide the appropriate level of services to the municipalities of Ontario. AMO is subject to externally imposed capital requirements for the Federal gas tax and Main Street revitalization programs and the restricted funds included in the General funds. These funds are invested and administered according to these requirements.

13. Pension Plan

During 2020, AMO contributed \$582,783 (2019 - \$530,241) to OMERS. Of the amount contributed, \$124,439 (2019 - \$104,173) related to employees who worked for AMO's subsidiary, LAS.

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

14. Allocation of Expenses

Salaries and benefits are allocated based on the percentage of time spent by staff for each program. Expenses such as rent and information technology costs are allocated based on the percentage of the work performed for each program.

Expenses allocated to various funds were as follows:

	2020			
	Federal gas tax program	Main Street revitalization	CIF	Waste Diversion Project
Salaries and benefits	\$ 1,099,766	\$ 197,755	\$ 362,822	\$ 215,446
Administration expenses	239,156	14,028	-	-
	\$ 1,338,922	\$ 211,783	\$ 362,822	\$ 215,446
	2019			
	Federal gas tax program	Main Street revitalization	CIF	Waste Diversion Project
Salaries and benefits	\$ 1,019,243	\$ 284,920	\$ 451,367	\$ 221,124
Administration expenses	274,566	13,766	-	-
	\$ 1,293,809	\$ 298,686	\$ 451,367	\$ 221,124

15. Commitments

Minimum annual payments payable under the terms of operating leases for office space for the next three years are as follows:

2021	\$ 236,082
2022	236,082
2023	236,082
	\$ 708,246

Association of Municipalities of Ontario Notes to Financial Statements

December 31, 2020

16. Financial Instruments Risks

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of market changes in interest rates. AMO is exposed to interest rate risk on its investments.

Liquidity risk

Liquidity risk is the risk that AMO will encounter difficulty in meeting the obligations associated with its financial liabilities. AMO is exposed to this risk mainly in respect of its accounts payable and accrued liabilities.

AMO reduces exposure to liquidity risk by ensuring that it maintains adequate cash reserves to pay its creditors.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. AMO's main credit risks relate to its accounts receivable and investments. Based on creditworthiness of AMO's counter parties, no allowance for doubtful accounts is required.

It is management's opinion that AMO is not exposed to significant interest rate, liquidity or credit risk arising from its financial instruments.

17. COVID-19

On March 11, 2020, the World Health Organization declared the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally.

AMO had to cancel its in person conference and hold its annual conference virtually. AMO applied for the Canada Emergency Wage Subsidy ("CEWS") in the amount of \$1,467,239 (2019 - \$Nil) and Canada Emergency Rent Subsidy ("CERS") in the amount of \$78,815 (2019 - \$Nil) from the Government of Canada, all recorded in accounts receivable and government subsidies revenue at year end. Management has determined that AMO does not have an obligation to repay the Government of Canada for these subsidies as they have determined that AMO has met all applicable eligibility criteria.

There could be further impacts on AMO from COVID-19 that could affect the timing and amounts recognized in AMO's financial results. The full potential impact of the ongoing pandemic on AMO is not known at this time.

18. Comparative Figures

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

From: Communications <communications@healthunit.ca>
Sent: August 12, 2021 11:46 AM
Subject: News Release: Health Unit Applauds Community Efforts in Slowing the Spread of COVID-19
Attachments: News Release - Health Unit Applauds Community Efforts in Slowing the Spread of COVID-19.pdf

4.8

NIPISSING & PARRY SOUND, ON – Dr. Jim Chirico, Medical Officer of Health and staff at the North Bay Parry Sound District Health Unit (Health Unit) extend a huge thank you to our district for their work helping to keep COVID-19 case numbers low. Our Health Unit has the second lowest cumulative rate of COVID-19 at 506.5 per 100,000, the Ontario-wide rate is 3,754.1 per 100,000.

“Over the past 18 months our community has come together to slow the spread of COVID-19,” explains Dr. Chirico, “We have received tremendous support from people following public health measures and our community partners have gone above and beyond to provide vaccination opportunities, self-isolation facilities and services to those who need support. Our low case counts are because of the commitment of our district. Thank you all for your hard work.”

However, Dr. Chirico cautions that our work is not done yet. “The province has announced that they will be shifting the way they look at key indicators for COVID-19 to hospitalizations and ICU numbers. By getting your COVID-19 vaccine, you are lowering your risk of hospitalization. A higher vaccination rate will reduce the chance of our ICUs being filled with COVID-19 patients.”

Public Health Ontario has found that people are eight times more likely to be infected by COVID-19 if they are unvaccinated, compared to those fully vaccinated. Those who wish to be vaccinated can do so by walking into any COVID-19 vaccine clinic in the district or by booking an appointment with a participating pharmacy. Eligible workplaces, community organizations, places of worship and others can also request to have a clinic on location through the [Mobile Clinic Request Form](#).

For more information visit myhealthunit.ca or contact the Health Unit COVID-19 Call Centre at [1-844-478-1400](tel:1-844-478-1400).

-30-

Media Inquiries:

Alex McDermid, Public Relations Specialist

P: [705-474-1400](tel:705-474-1400), ext. 5221 or [1-800-563-2808](tel:1-800-563-2808)

E: communications@healthunit.ca

This message, including any attachments, is privileged and intended only for the person(s) named above. This material may contain confidential or personal information subject to the provisions of the Municipal Freedom of Information & Protection of Privacy Act. Any other distribution, copying or disclosure is strictly prohibited. If you are not the intended recipient or have received this message in error, please notify me immediately by telephone, fax or e-mail and permanently delete the original transmission, including any attachments, without making a copy. Thank you (v2)

From: ICIP Rural (MOI) <ICIPRural@ontario.ca>
Sent: August 11, 2021 2:05 PM
To: Francine Desormeau
Cc: Akumu, Molly (MOI); James Hunton
Subject: FW: Dorion Road Hill Reconstruction Project - Case No. 2019-04-1-1320420947
Attachments: ICIP Correspondence - Dorion Road Reconstruction Case Number 2019-04-1-1320420947.pdf; Response to Request for Additional Funding - Mattawa Aug11-21 DIR signed.pdf

Good Afternoon Ms. Desormeau

Please find attached the response to your request for additional funding.

The ICIP Rural and Northern Team

From: Francine Desormeau <francine.desormeau@mattawa.ca>
Sent: Thursday, July 08, 2021 10:33 AM
To: ICIP Rural (MOI) <ICIPRural@ontario.ca>
Cc: James Hunton <JHunton@jp2g.com>; Valiquette, Katherine (MMAH) <Katherine.Valiquette@ontario.ca>
Subject: Dorion Road Hill Reconstruction Project - Case No. 2019-04-1-1320420947

CAUTION -- EXTERNAL E-MAIL - Do not click links or open attachments unless you recognize the sender.

Good morning Ms. Danos and Mrs. Hamilton,

Please find attached correspondence with respect to Case No. 2019-04-1-1320420947.

Kindest regards,

Francine Desormeau
Corporation of the Town of Mattawa
Chief Administrative Officer/Treasurer
160 Water Street, P. O. Box 390
Mattawa, ON
POH 1V0
Bus. 705-744-5611
Fax. 705-744-0104
Cell. 249-358-0470
www.mattawa.ca

'The more we do, the more we can do.'

Ministry of Infrastructure

Infrastructure Program Design and
Delivery Division

777 Bay Street, 4th Floor, Suite 425
Toronto, Ontario M5G 2E5
Telephone: 416-473-3807
Email : Trevor.Fleck@ontario.ca

Ministère de l'Infrastructure

Division de la conception et de la mise en
œuvre des programmes d'infrastructure

777, rue Bay, 4 étage, Suite 425
Toronto (Ontario) M5G 2E5
Téléphone : 416-473-3807
Courriel : Trevor.Fleck@ontario.ca



Via Email

August 11, 2021

Case #: 2019-04-1-1320420947

Dean Backer, Mayor
Town of Mattawa
160 Water Street,
Mattawa, Ontario P0H 1V0
Email: info@mattawa.ca

Dear Mayor Backer:

**RE: Request for Additional Funding; Budget and Schedule Overrun; Reconstruction of
Dorion Road Hill Project - Investing in Canada Infrastructure Program (ICIP)**

I am writing in response to your letter of July 7, 2021 regarding the potential budget shortfall for your project (*Reconstruction of Dorion Road Hill*) under the Investing in Canada Infrastructure Program (ICIP).

As you are aware, under the terms and conditions (Section A.4.9(b)) of the Transfer Payment Agreement (TPA), recipients are responsible for all project cost overruns. We have approached the federal government regarding your request and received confirmation that they will not be able to increase their contribution to the project, as recipients are responsible for all cost overruns, in accordance with the program guidelines and executed TPA. Unfortunately, the provincial government also will not be able to provide additional support as the funding for the ICIP Rural and Northern Infrastructure Stream has been fully allocated.

Given that your project is still in the design phase, I recommend that the Town of Mattawa staff promptly begin working with the ministry program area on potential options of addressing the funding shortfall. One possibility may be to reduce the scope of your approved project to a size that is manageable for the municipality, in order to ensure a successful outcome. Please note that a project revision request would need to be formally made and approved by both the provincial and federal governments before the project may proceed with a reduced scope.

Additionally, please keep in mind that the Town of Mattawa's Ontario Community Infrastructure Fund (OCIF) Formula funding allocation can be used to offset cost overruns for the Dorian Road Hill project. Your municipality may also be able to access other financial tools (e.g., Infrastructure Ontario loans) in order to support this local project.

In order to further discuss next steps for this project, Town of Mattawa staff are encouraged to contact Molly Akumu, the Project Analyst for your case at 226-971-3266 or by email at molly.akumu@ontario.ca.

In the meantime, please accept our best wishes for the successful completion of this important project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Trevor Fleck', written over a horizontal line.

Trevor Fleck, Director
Infrastructure Program Policy Branch

c.: Raymond Belanger, CAO/Treasurer – Town of Mattawa
Email: Raymond.belanger@mattawa.ca



Corporation of the Town of Mattawa

☎ (705) 744-5611 • 📠 (705) 744-0104

160 Water Street — P.O. Box 390

MATTAWA, ONTARIO P0H 1V0

✉ info@mattawa.ca

July 7, 2021

Julia Danos, Director
Intergovernmental Policy Branch
Ministry of Infrastructure
Intergovernmental Policy branch
777 Bay Street, 4th Floor, Suite 425
Toronto, Ontario
MSG 2E5

Carolyn Hamilton, Director
Rural Programs Branch
Ministry of Agriculture and Food
Rural Programs Branch
1 Stone Road West, 4th Floor NW
Guelph, Ontario
N1G 4Y2

by e-mail and Canada Post
CIPRural@ontario.ca

**RE: INVESTING IN CANADA INFRASTRUCTURE PROGRAM (ICIP)
RURAL & NORTHERN FUNDING STREAM
CASE NUMBER 2019-04-1-1320420947**

**SUBJECT: POTENTIAL BUDGET AND SCHEDULE EXCEEDANCE
DORION ROAD HILL RECONSTRUCTION, TOWN OF MATTAWA**

Dear Ms. Danos and Ms. Hamilton:

This is firstly to acknowledge and thank you on behalf of the Town of Mattawa for your Notification of Funding Approval dated April 23, 2020 (copy attached).

We are currently advancing Engineering Design and Technical Support Studies including Schedule B Class Environmental Assessment required to call a tender in February 2022 with the objective of completing all construction works and project close-out by the end of December 2024.

As part of the project work plan our Engineers are regularly monitoring and updating construction cost estimates and project schedule. Whilst we are currently on schedule as at 60% design completion, our Engineers are currently projecting a budget overrun in the order of \$825,770 plus HST. This overrun is entirely due to Covid 19 impact on costs.

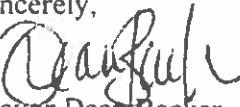
We are cognizant of the pre-Covid guidelines that all amounts in excess of eligible costs including any budget increases and overruns will be funded by the recipient. The Town is not in a financial position to absorb these costs; which is why we are monitoring the budget so closely.

..12

This letter is to request your disposition and support for extending the funding envelope in accordance with current contribution levels (60% Federal/33.33% Provincial/6.67% Municipality) in order that the Dorion Road Hill Reconstruction Project can be completed.

Your consideration of this request is appreciated; I await your response.

Sincerely,


Mayor Dean Backer

- c.c. - Town Council
- J. Hunton, MCIP, RPP, Sr. Vice President
Jp2g Consultants Inc.

Attachment 1 Ontario Notification of Funding Approval April 23, 2020

Ministry of Infrastructure

Intergovernmental Policy Branch
777 Bay Street, 4th Floor, Suite 425
Toronto, Ontario M5G 2E5

Ministry of Agriculture, Food and Rural Affairs

Rural Programs Branch
1 Stone Road West, 4th Floor NW
Guelph, Ontario N1G 4Y2



April 23, 2020

Case Number 2019-04-1-1320420947

Town of Mattawa
Raymond Belanger, CAO / Treasurer
Raymond.belanger@mattawa.ca

Dear Raymond Belanger,

Re: Investing in Canada Infrastructure Program (ICIP) – Rural and Northern Funding Stream

On behalf of the Ministry of Infrastructure and the Ministry of Agriculture, Food and Rural Affairs, we are pleased to inform you that the federal review of your project under the ICIP Rural and Northern stream is now complete and that the Reconstruction of Dorion Road Hill project has been approved for funding.

Provided that the Town of Mattawa enters into a Transfer Payment Agreement (TPA), and subject to the terms and conditions of the same, the recipient is eligible to receive funding up to the following amounts:

Federal Contribution	\$2,870,400.00
Provincial Contribution	\$1,594,507.20
Total Funding Provided	\$4,464,907.20

Eligible costs incurred on and after April 20, 2020 will be eligible for provincial reimbursement. Please note that until a TPA is executed, the province will not be under any obligation to fund project costs.

The TPA will follow shortly and will outline the terms and conditions of funding, including:

- The maximum funding that will be provided. The TPA will provide the per cent funding allowed both federally and provincially to the maximum contribution amounts noted above. Under this program, costs are reimbursed typically after they are incurred and paid by the recipient. This means that you will need to have an alternative source of funding to cover eligible costs prior to review and reimbursement by the Province.
- No claims will be reimbursed and construction/site preparation cannot start prior to notification from Canada, in writing, that it is satisfied the project has met any potential Environmental Assessment and Aboriginal Consultation requirements.
- The recipient acknowledges it will fund all amounts in excess of eligible costs, including any budget increases and cost overruns, as well as any operation and maintenance costs associated with the project.
- Only costs associated with contracts that are entered into after the approval date noted above through a transparent, competitive process that ensures the best value for money are eligible.

If you procured goods or services through alternative means, please contact the email address or telephone number provided below immediately to discuss further.

- The project scope, as determined based on discussions between your staff, provincial staff, and federal officials. Please note, in some cases project descriptions have been revised to align the applications to the program criteria and remove ineligible items. This includes removal of any underground infrastructure that may have been included in the original application.
- The recipient will ensure all regulatory approvals are in place and will consult with Indigenous peoples on the project.
- The recipient will ensure all reporting requirements are met. Note that some reporting requirements may be required before claims will be processed.
- Due to agreements between the federal and provincial governments, this funding decision is to be kept confidential and cannot be not shared in any public forums (except for your municipal council) or communicated to the media. Canada and/or Ontario will contact your community to arrange joint public communication regarding the funding of your community's project.

Once the TPA is received, please review the document carefully. If changes are required, these should be made before the agreement is executed.

If you have any questions, please contact program staff via the call centre at 1-877-424-1300 or via email ICIPRural@ontario.ca.

We look forward to working with you as you implement this project.

Sincerely,

Julia Danos
Director, Intergovernmental Policy Branch
Ministry of Infrastructure

Carolyn Hamilton
Director, Rural Programs Branch
Ministry of Agriculture, Food and Rural Affairs

copy to agenda

August 11, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
Justin.Trudeau@parl.gc.ca

Federal Cabinet
Via email to each Minister

The Honourable François-Philippe Champagne
Minister of Innovation, Science and Industry
Francois-Philippe.Champagne@parl.gc.ca

Re: Council Resolution Supporting Affordable Internet

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on August 9, 2021 passed the attached resolution.

Internet is a necessity, not a luxury for the vast majority of Canadians – a fact that has been highlighted throughout the ongoing COVID-19 pandemic. However, despite being an essential utility, too many people are struggling to afford reliable internet services, while some don't have access to broadband internet at all. Ontario residents, and Canadians from coast to coast to coast, should never have to choose between paying their internet bill and other essentials such as food, medication, or housing expenses.

On May 27th, the Canadian Radio-television and Telecommunications Commission (CRTC) arbitrarily reversed its 2019 Rates Order concerning wholesale internet rates charged by Canada's largest carriers to smaller companies. This decision was devastating for consumers as it effectively guarantees internet prices will continue to rise despite the fact that Canadians already pay some of the highest internet prices in the world. Additionally, this decision directly impacts many smaller internet service providers (ISPs) and threatens hundreds of well-paying jobs and tens of millions in investments that would benefit communities in Ontario.

Issued in August of 2019, the CRTC's 2019 Rates Order confirmed the large carriers systematically broke rate-setting rules to grossly inflate their costs of providing network access. The CRTC set new rates and ordered the large carriers to repay amounts they overcharged competitors during its proceeding. The 2019 Rates Order was based on a rigorous, evidence-based, 4-year long regulatory process. It was upheld on appeals by the Federal Court of Appeal, the Supreme Court of Canada, and the Federal Cabinet and was widely expected to be implemented this year. Instead, the CRTC arbitrarily and completely reversed the 2019 Rates Order, a decision that harms competition, reduces customer choice, and ignores the real and urgent need for affordable internet in Canada.

Not only do rural and remote communities continue to struggle to gain access to affordable broadband internet, the digital divide and lack of affordability remain an issue across all communities in Ontario, and Canada. For example, a recent report by the Brookfield Institute at Ryerson University found that more than a third of households in Toronto are worried about paying their home internet bills over the next few months. More than half of the city's low-income households also have download speeds below the national target of 50 megabits per second. Many rural and remote communities don't have access to broadband, or any internet services, at all. This would be problematic in the best of times, but is even more so now as the pandemic has made high-speed, affordable internet a necessity for education, work, and health care.

A 2020 price study prepared by Wall Communications Inc. for ISED found that internet prices increased across all service baskets over 2019, making Canada an international outlier among its peer countries. Without intervention from the federal government, who in 2019 promised to reduce internet prices for all Canadians, there is no doubt that this trend will continue.

The Federal Cabinet must overturn the decision now to ensure that affordable internet becomes a reality, not just an ideal. We are sharing this letter and Council resolution with representatives of, and leaders in, communities across Canada. We urge you and them to make this important issue your own, as it directly affects the people in their regions, and across Canada. As you all know, internet is now a necessary utility to all Canadians similar to gas, hydro, water and electricity. The CRTC decision has impacted over 1,200 small ISP's across Canada, thousands of jobs in your communities and negatively impacts millions of Canadians ability to receive affordable internet.

We would welcome the opportunity to discuss this critical issue with you at your earliest convenience, and to work together in making our concerns heard in support of affordable internet for all.

Sincerely,



Darrin Canniff, Mayor/CEO
Municipality of Chatham-Kent

Attachment: Council Resolution Supporting Affordable Internet

C: (via email)
Honourable Doug Ford, Premier of Ontario
Dave Epp, MP, Chatham-Kent-Leamington
Lianne Rood, MP, Lambton-Kent-Middlesex
Rick Nicholls, MPP, Chatham-Kent-Leamington
Monte McNaughton, MPP, Lambton-Kent-Middlesex
Association of Municipalities of Ontario (AMO)
Federation of Canadian Municipalities (FCM)
All Ontario Municipalities

Whereas internet connectivity is a basic necessity and essential utility for the vast majority of Canadians;

Whereas too many Canadians struggle to afford reliable, high-speed internet services, or do not have access to broadband internet at all;

Whereas the need for high-speed and affordable internet is always critical, but is even more so now as the COVID-19 pandemic has shown it is required for education, work, and health care;

Whereas independent studies have consistently shown that Canadians pay some of the highest prices for internet in the world and that internet prices have increased year over year;

Whereas the Canadian Radio-television and Telecommunications Commission's (CRTC) 2019 Rates Order set wholesale internet prices that would facilitate greater competition and promote innovative broadband services and more affordable prices for consumers;

Whereas the 2019 Rates Order was based on a rigorous, evidence-based, 4-year long regulatory process, and was upheld on appeal by unanimous decision of the Federal Court of Appeal, while the Supreme Court of Canada and the Federal Cabinet declined to review it;

Whereas on May 27, 2021, the CRTC decided to reverse its 2019 Rates Order, effectively guaranteeing that internet prices will continue to rise for consumers;

Now therefore be it resolved that the Municipality of Chatham-Kent call on the Federal Cabinet, Prime Minister Justin Trudeau, and ISED Minister Francois-Phillippe Champagne to overrule the CRTC's reversal and immediately implement the evidence-based 2019 Rates Order.

Be it further resolved that the Premier of Ontario, Ontario Minister of Industry, local MPPs, the Association of Municipalities of Ontario, all 444 Ontario municipalities and the Federation of Canadian Municipalities be sent correspondence of Council's resolution along with the attached letter.

4.11

Info

From: Page, Shannon (MNRF) <Shannon.Page@ontario.ca>
Sent: Tuesday, August 10, 2021 1:26 PM
To: Page, Shannon (MNRF)
Subject: NDMNRF - Wild Pig Factsheet and Contact Information
Attachments: MNRF19_WildPigs_FactSheet_EN_FINAL.pdf; MNRF19_WildPigs_FactSheet_FR_FINAL.pdf

copy to agenda

Subject: Wild pig factsheet and contact information

On Monday, August 2, 2021 a tractor trailer driving on Hwy 533, north of Mattawa, rolled onto its side causing the accidental release of piglets. Please find attached information regarding wild pigs.

If you observe a wild pig (any pig "outside of a fence") please follow the guidelines outlined in the attached factsheet and report the sighting to: wildpigs@ontario.ca.

If you require additional information please contact Adam Leistra by phone or email.

Phone: 705-491-5359

Email: adam.leistra@ontario.ca

Shannon Page (she, her, hers) | Resource Management Coordinator

We've moved! Our North Bay District Office is now located at 875 Gormanville Rd, North Bay, ON P1B 8G3

Ministry of Northern Development, Mines, Natural Resources and Forestry | North Bay District

☎ 705-493-0632 | 📠 705-475-5500 | ✉ shannon.page@ontario.ca

In order for us to serve you better, please call to make an appointment with our staff, and please remember this is a fragrance-free workplace.

Please Note: As part of providing accessible customer service, please let me know if you have accommodation needs, require communication supports or alternate formats.

For General Inquiries: Call 705-475-5501 and leave a message or email: mnr.northbay@ontario.ca

WILD PIG

(Sus scrofa)

Wild pigs are not native to the Americas, they originate from Europe and Asia. Eurasian wild boar were first introduced to Canada from Europe beginning in the 1980s as exotic livestock for meat.

The World Conservation Union identifies invasive wild pigs as among 100 of the "world's worst invasive alien species". With a high birth rate, few natural predators, and the ability to travel long distances and adapt to a variety of habitats, a small number of escaped animals have the potential to multiply rapidly.

Wild pigs are extremely adaptable and pose a serious threat to Ontario's natural environment, native species and agricultural industry.

HOW TO IDENTIFY WILD PIGS

The term "wild pig" refers to any pig "outside of a fence" and includes:

- domestic pigs that have become wild (or 'feral') and ownership cannot be determined
- Eurasian wild boar; and
- hybrids of domestic pigs and Eurasian wild boar

Wild pigs can exhibit many colour variations, ranging from very dark to light, and may have spots. Escaped domestic pigs can grow a dense undercoat to help them to survive cold winter climates.



Photo: Dr. Ryan Brook, University of Saskatchewan

Help us learn more about wild pigs in Ontario



Photo: Dr. Ryan Brook, University of Saskatchewan

WHAT YOU CAN DO

If you see a wild pig or have information about a sighting, please report it to:

- iNaturalist Ontario Wild Pig Reporting webpage (www.inaturalist.org/projects/ontario-wild-pig-reporting) - download the app on a mobile device or register an account using a desktop computer, or
- MNRF's email account for reporting wild pigs: wildpigs@ontario.ca

If you believe you have seen a wild pig or signs of wild pig:

- Note the date, and time of the sighting
- Note the location (intersecting roads, landmarks or GPS coordinates)
- Take pictures or a video, if possible
- Note the number of pigs and whether piglets are present
- Identify whether this was an isolated sighting or whether the same individual has been seen multiple times

For more information on wild pigs in Ontario, visit www.ontario.ca/wildpigs



1702 6 0 90A

RECEIVED

copy to agenda
copy to CAO ✓
copy to Public Works
Super.

Fern Rockburn
589 Donald Street,
Mattawa, Ontario.
POHIVO 705-498-5201

August 9, 2021

4.12

The Corporation of the Town of Mattawa
Attn: Francine Desormeau
160 Water Street
Mattawa Ontario
POHIVO

Re: Trapping Rights at Dump area From October 15, 2021 to December 31, 2024

Dear: Mrs Francine Desormeau

I respectfully ask your permission to trap fur bearing animals more specifically Fox and Martin on the Town property known as "The Dump Area" for three years trapping seasons 2021-2022 , 2022 -2023 and 2023-2024.

It is a well known fact that Fox are the primary carrier of the disease "Rabies", although there has not been a serious outbreak of this disease locally for several years, it is wise to be cautious and control the number of Fox by selective harvesting.

I have successfully completed the Ontario Fur Harvesting and Management Course and hold a valid Trapper's Licence. My trapping methods are most modern and humane. I can assure you that my traps would be set a minimum of 100 meters from the actual dump area in order to reduce any possible high visibility or danger to the public.

I have permission to trap adjacent properties ex. Mrs. Neddow, thereby eliminating any possibility of conflict with other trappers.

Thanking you in advance for your anticipated co-operation, I remain,

Yours truly


Fern Rockburn



The Corporation of the Township of Huron-Kinloss

P.O. Box 130
21 Queen St.
Ripley, Ontario
N0G2R0

Phone: (519) 395-3735

Fax: (519) 395-4107

E-mail: info@huronkinloss.com

Website: <http://www.huronkinloss.com>

copy to agenda

The Right Honourable Justin Trudeau
Prime Minister
House of Commons
Ottawa, ON L1A 0A6
justin.trudeau@parl.gc.ca

August 6, 2021

Dear Honourable Justin Trudeau,

Re: Copy of Resolution #567

Motion No.: 482

Moved by: Don Murray Seconded by: Lillian Abbott

THAT the Township of Huron-Kinloss Committee of the Whole hereby supports Chatham Kent and the City of Kitchener in endorsing MP Peter Julian's private member's motion, Motion M-84 Anti-Hate Crimes and Incidents and his private member's bill, Bill-C 313 Banning Symbols of Hate Act AND directs Staff to circulate as appropriate.

Carried

Sincerely,

Kelly Lush
Deputy Clerk

c.c The Association of Municipalities of Ontario and all Ontario Municipalities



Municipality of Chatham-Kent

Corporate Services

Municipal Governance

315 King Street West, P.O. Box 640

Chatham ON N7M 5K8

Tel: 519.360.1998 Fax: 519.436.3237

Toll Free: 1.800.714.7497

July 6, 2021

Via Email: peter.julian@parl.gc.ca

Honourable Peter Julian MP
House of Commons
Suite 203, Wellington Building
Ottawa ON K1A 0A6

**Re: Support Motion M-84 Anti-Hate Crimes and Incidents and
Private Member's Bill C-313 Banning Symbols of Hate Act**

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on June 28, 2021 passed the following motion:

Moved by CI Crew Second by CI Latimer

"That the Municipality of Chatham-Kent Council support MP Peter Julian's private member's motion, Motion M-84 Anti-Hate Crimes and Incidents and his private member's bill Bill-C 313 Banning Symbols of Hate Act".

If you have any questions or comments, please contact Judy Smith at ckclerk@chatham-kent.ca

Sincerely,

Judy Smith, CMO
Director Municipal Governance
Clerk /Freedom of Information Coordinator

C

Local MP & MPP

Ontario Municipalities



CHRISTINE TARLING
Director of Legislated Services & City Clerk
Corporate Services Department
Kitchener City Hall, 2nd Floor
200 King Street West, P.O. Box 1118
Kitchener, ON N2G 4G7
Phone: 519.741.2200 x 7809 Fax: 519.741.2705
christine.tarling@kitchener.ca
TTY: 519-741-2385

July 12, 2021

Right Honourable Justin Trudeau
Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa ON K1A 0A2

Dear Prime Minister Trudeau:

This is to advise that City Council, at a meeting held on Monday June 28, 2021, passed the following resolution with respect to Motion M-84 Anti-Hate Crimes and Incidents and private member's bill Bill-C 313 Banning Symbols of Hate Act:

"WHEREAS racism and hate crimes in Kitchener have been on the rise since the start of the global pandemic; and,

WHEREAS the City of Kitchener continues to seek opportunities to dismantle systemic racism; and,

WHEREAS the City's Strategic Plan has identified Caring Community as a priority, and the proposed motion M-84 Anti-hate crimes and incidents and private member's bill Bill-C 313 Banning Symbols of Hate Act supports several of the bodies of work currently being moved forward under this strategic goal; and,

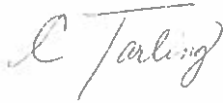
WHEREAS MP Peter Julian's motion M-84 Anti-hate crimes and incidents and private member's bill Bill-C 313 Banning Symbols of Hate Act is an opportunity to make all Canadians feel safer in the communities that they live;

THEREFORE IT BE RESOLVED that the City of Kitchener endorses MP Peter Julian's private member's motion, Motion M-84 Anti-Hate Crimes and Incidents and his private member's bill Bill-C 313 Banning Symbols of Hate Act; and,

THEREFORE BE IT FURTHER RESOLVED that a copy of this resolution be sent to the Right Honourable Justin Trudeau, Minister of Municipal Affairs Steve Clark, Minister of Citizenship and Multiculturalism Parm Gill, to the local

MP's and MPP's, to the Federation of Canadian Municipalities, to the Association of Municipalities Ontario, and all other municipalities in Ontario."

Yours truly,



C. Tarling
Director of Legislated Services
& City Clerk

c: Hon. Minister Steve Clark
Hon. Minister Parm Gill
Mike Harris (Kitchener Conestoga), MPP
Amy Fee (Kitchener South-Hespeler), MPP
Laura Mae Lindo (Kitchener Centre), MPP
Catherine Fife (Waterloo), MPP
Raj Saini (Kitchener Centre), MP
Tim Louis (Kitchener Conestoga), MP
Bardish Chagger (Waterloo), MP
Marwan Tabbara (Kitchener South-Hespeler), MP
Association of Municipalities of Ontario (AMO)
Ontario Municipalities

From: Sookram, Matthew (Rota, Anthony - MP) <matthew.sookram.470@parl.gc.ca>
Sent: Friday, August 06, 2021 12:19 PM
To: admin@mattawan.ca; admin@nipissingtownship.com; admin@papineaucameron.ca; administration@calvintownship.ca; backer.dean@hotmail.com; chief@temagamifirstnation.ca; ckidd@temiskamingshores.ca; cobalt@cobalt.ca; customerservice@northbay.ca; dan.omara@temagami.ca; danc@ntl.sympatico.ca; deputyclerk@bonfieldtownship.org; frontdesk@temagami.ca; glefebvre@latchford.ca; gord.young@northbay.ca; gothmer@cobalt.ca; info@callander.ca; info@chisholm.ca; Info; info@temiskamingshores.ca; jallen@latchford.ca; linda.cook@northbay.ca; lsbthorne@gmail.com; mayor@callander.ca; mayor@calvintownship.ca; mayor@northbay.ca; mayorbob@hotmail.com; mayordandcleroux@gmail.com; municipality@eastferris.ca; office@powassan.net; pauline.rochefort@eastferris.ca; piper@nipissingtownship.com; pmcisaac@powassan.net; rmclaren@bonfieldtownship.org; scottm@nfn.ca; tfn@temagamifirstnation.ca; toc@ontera.net
Subject: Media Release for broadband funding
Attachments: News Release UBF August 6.docx

copy to agenda

Good afternoon,

Here is a link to this mornings announcement as well as a media release from the local side.

<https://youtu.be/kcV-uU-dtJo>

If there are any questions please reach out.



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Matthew Sookram

Communications Manager | Chef de communication

Office of Hon. Anthony Rota | Bureau de l'hon. Anthony Rota

Member of Parliament | Député

Nipissing-Timiskaming

375 Main St. West | 375, rue Main Ouest

North Bay, Ontario P1B 2T9

Tel. | Tél. : (705) 474-3700

Toll Free | Sans frais : 1-800-461-1394

Fax | Télécopieur : (705) 474-6964

Over 8,500 Nipissing-Timiskaming residents to benefit from historic agreement to improve access to high-speed Internet

News release

August 6, 2021 — North Bay, Ontario

The COVID-19 pandemic has highlighted how much we rely on our Internet connections, making access to fast and reliable Internet service even more critical. For too long, many rural Canadians have lacked access to high-speed Internet, impacting their ability to work, learn and keep in touch with family and friends. The pandemic has made addressing this divide even more urgent. That's why the governments of Canada and Ontario are accelerating their investments in broadband infrastructure.

Terry Sheehan, Parliamentary Secretary to the Minister of Economic Development and Official Languages (FedNor) and Member of Parliament for Sault Ste. Marie, and Anthony Rota, Member of Parliament for Nipissing-Timiskaming, on behalf of the Honourable Maryam Monsef, Minister for Women and Gender Equality and Rural Economic Development and Member of Parliament for Peterborough–Kawartha, Announced a historic agreement to bring high-speed Internet to 8,566 households in Nipissing-Timiskaming.

The Honourable Anthony Rota, Member of Parliament for Nipissing-Timiskaming says, "Broadband is critical infrastructure, and the pandemic has made this more apparent than ever. This investment will allow residents in Nipissing-Timiskaming to have access to high-speed Internet, which will create jobs, improve health and safety for all, and help bridge the rural-urban divide"

Under this agreement, the Government of Canada and the Government of Ontario have partnered to support large-scale, fibre-based projects that will provide high-speed Internet access to all corners of the province by 2025.

Details of the project include connecting 100 percent of the households in Mattawa, Rutherglen, Bonfield, Calvin, East Ferris, Astorville, Chiswick, Kiosk, East Ferris, Powassan, Callander, Hornell Heights, Redbridge, Trout

Creek, Nipissing, Nipissing Beach, Alderdale, Chiswick, Nipissing Junction, North Bay and through an agreement with Bell Canada.

Rota says, "The investments being made today will create incredible potential for our riding. Residents will soon have access to reliable high-speed Internet so that they can work, learn and keep in touch with their loved ones from home and it allows small businesses to serve customers. Access to high-speed Internet is critical for economic development and for our regions overall recovery from the pandemic."

Contacts

Matthew Sookram

Communications Manager | Chef de communication

Office of Hon. Anthony Rota | Bureau de l'hon. Anthony Rota

Member of Parliament | Député

Nipissing-Timiskaming

(705) 474-3700

Matthew.sookram.470@parl.gc.ca

Media Relations

Innovation, Science and Economic Development Canada

343-291-1777

mediarelations-mediasrelations@ised-isde.gc.ca



Corporation of the Town of Mattawa

(705) 744-5611 • (705) 744-0104

160 Water Street — P.O. Box 390

MATTAWA, ONTARIO P0H 1V0

✉ info@mattawa.ca

4.15

August 18, 2021

Ms. Eleanor Humphrey
P. O. Box 1242
Mattawa, ON
P0H 1V0

Dear Ms. Humphrey:

On behalf of Council and all the people of Mattawa, I want to thank you for your years of dedication on Seniors' Initiatives in our community and your most recent valuable contribution as a member to the Seniors Affordable Housing Committee.

Your interest and attention to detail was greatly appreciated by myself, Council, staff, the Committee and our community as a whole. You chose to champion this very worthwhile cause for the good of the town's people.

Ellie, we wish you only the very best and we promise to continue to champion this cause and look forward to inviting you to the grand opening early next year.

Thank you.

Kindest regards,

Francine Desormeau
CAO/Treasurer

c.c. Mayor Backer and Members of Council



The Corporation of the
City of North Bay
200 McIntyre St. East
North Bay, ON P1B 8V6

Chief Administrative Officer
Direct Line: 705-474-0626, ext. 2325
Toll Free: 1-800-465-1882
david.euler@northbay.ca

4.16
copy to agenda

August 19, 2021

VIA e-mail nancy.matthews@ontario.ca
& Regular Mail

Ministry of Long-Term Care
Office of the Deputy Minister
400 University Avenue, 6th Floor
Toronto, ON M5G 1S5

ATTENTION: Ms. Nancy Matthews
Deputy Minister of Long-Term Care

Re: LTC Development Agreement - Cassellholme Project (PROJ 479)
Board of Management for the District of Nipissing East

Dear Ms. Matthews:

The Council of The Corporation of the City of North Bay (the "City") has directed me to write to you with respect to the Cassellholme Redevelopment, East Nipissing Home for the Aged (the "Project"). The City is only one of nine member municipalities of The Board of Management for the District of East Nipissing (the "Board of Management") but is by far the largest stakeholder in this Project with a municipal levy apportionment of approximately 80%. While the City is committed to the redevelopment of Cassellholme, there are critical concerns about the Project that I wish to bring to your attention and they are as follows.

Lack of Budget & Project Cost Escalation

Council is very concerned with the management of the design of the Project and the fact that the Board of Management has never established a budget in relation to it and consequently the cost of the Project has risen substantially. When Provincial support was announced for the Project in June of 2019, the cost estimate for the redevelopment was approximately \$64 million. By its memo of November 30, 2020, the Board of Management advised municipalities that a "hypothetical" cost estimate had been determined and the cost was expected to be \$90 million. Currently, the total cost of the Project has escalated to approximately \$122 million. The Board of Management publicly announced the current cost of the Project on June 3, 2021. Although the provincial grants and funding have increased somewhat, the vast majority of the increase in costs must be borne by the City and the other supporting municipalities. The Long-Term Care

Homes Act's provisions granting the Board of Management the authority to apportion capital costs to each municipality is tantamount to granting it a blank cheque. As with other supporting municipalities, the Project has become unaffordable for the City as we all struggle to keep up with our asset management plans for traditional core infrastructure.

Competitive Bid Process & LTC Development Agreement

We take note of Article 5, "Acquisition of Goods and Services" of the LTC Development Agreement as between Her Majesty the Queen in Right of Ontario as represented by the Minister of Long-Term Care and the Board of Management for the District of East Nipissing, dated September 8, 2020 (the "LTC Development Agreement") which requires the Board of Management to acquire goods and services for the purpose of carrying out the Project through a process that promotes the best value for money and that the acquisition of services to carry out the construction is done in accordance with Schedule B thereof.

The Board of Management decided to move forward with a Request for Proposal ("RFP") bid process rather than a traditional contractor pre-qualification and tender process. The methodology that was chosen by the Board of Management caused significant push back from the Ontario General Contractors Association (the "Association"). The Association, which represents over 200 general contractors in Ontario, received multiple concerns from its members and resulted in a letter to Cassellholme dated October 26, 2020. The concerns raised by the Association seemingly caused significant concerns among contractors, which we believe, resulted in a lack of competitive submissions.

Despite the Association's concerns, the Board of Management proceeded with its chosen procurement method which resulted in just two proposals, only one of which was a qualified bid for the Project. Schedule B, subparagraph 9(d)(i) of the LTC Development Agreement specifically requires the Board of Management to submit not only the bid that it intends to select as the successful bid but also "two other bids which the Operator would otherwise select as alternative successful bids;". Clearly the Board of Management is not in compliance with this requirement regardless of any opinion that the Board of Management has received as to the bid price being "reasonable considering the size, type, complexity and location of the project".

Lastly, in this regard, Council is also concerned that the Board of Management did not utilize a competitive tender process for awarding any of the professional services for development of the design, project management, communications and financing proposals.

Project Financing

The provincial government is making a significant contribution towards the Project with the key components being a development grant of \$6.58 million, payable at the time of occupancy as well as the ongoing 25 year construction subsidy payments with an estimated net present value of \$39 million, but the balance of the funding, approximately \$76.37 million, falls to the supporting municipalities. Since none of the provincial funding for the Project is provided upfront, the Board of Management requested that the municipalities not only support their apportionment of the \$76.37 million in debt, but also provide a guarantee for the \$39 million provincial funding. This proposal was rejected by City Council as well as most other member municipalities. Although the provincial funding arrangement works for the majority of the municipal long-term care homes in the province, our unique structure as a district home for the aged would result in a significant burden being placed on the local taxpayer. Council is also concerned that the City's financial indicators would be negatively impacted and the City's credit rating would decline. These circumstances raise long term financial sustainability and significantly reduce the City's ability to invest in core traditional infrastructure assets well into the future.

Since Council's rejection of the Cassellholme financing proposal, the Board of Management passed a resolution on July 22, 2021 in relation to the Project with the operative part of it being "...The Board of Management resolves to levy those municipalities that have rejected the preferred financing and borrow for those that support the financing option through Infrastructure Ontario." The Board of Management is to consist of seven members but currently has one position vacant. It should be noted that the vote in this significant matter proceeded and resulted in a 3 to 0 vote despite the fact that of the six members eligible to vote, three members wanted to seek legal advice on the matter and did not vote.

We believe that forcing municipalities, including the City, to pay for this Project by way of levy is not at all appropriate. Alternative options have been proposed for reducing costs of the Project and creating a more competitive tendering process but to date and to the best of our knowledge have not been considered.

Further, we note that while the Board of Management may borrow money for capital costs, it may only do so according to the regulation that provides, in part, that every supporting municipality has passed a resolution that supports such borrowing by the board. To date the City has not passed any such borrowing resolution.

In closing, this Project must be accomplished in a manner that is prudent and sustainable for all. Council does not agree with or support the current cost, the procurement methodology chosen by the Board of Management or the manner in which the Project is being financed. The Corporation of the City of North Bay strongly recommends that the Ministry approval of this Project be withheld until a more cost effective project can be achieved.

We welcome further dialog to provide more details with respect to the City's concerns raised herein with the Project as it is currently being proposed. We would be pleased to consider any other suggestions that the province may have to move the Project forward.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Euler', with a long horizontal line extending to the right.

David Euler, P.Eng., PMP
Chief Administrative Officer
City of North Bay

cc: Al McDonald, Mayor, City of North Bay
Vic Fedeli, MPP Nipissing
Kate Manson-Smith - Deputy Minister of Municipal Affairs and Housing
Town of Mattawa
Township of Chisholm
Township of Bonfield
Municipality of East Ferris
Municipality of Mattawan
Municipality of Calvin
Township of Papineau Cameron
Township of South Algonquin
North Bay City Council
Chris Mayne, Chair, Cassellholme

Francine Desormeau

4.17

Copy to agenda

From: Linda Cook <Linda.Cook@northbay.ca>
Sent: August 20, 2021 11:29 AM
To: Info; Francine Desormeau; g.degagne@chisholm.ca; 'Jenny Leblond'; Randy McLaren; cao.clerk@bonfieldtownship.org; Pauline Rochefort (paulinerochefort17@gmail.com); Jason Trottier (Jason.trottier@eastferris.ca); JoAnne Montreuil; clerk@calvintownship.ca; clerk@papineaucameron.ca; Jane Dumas
Cc: Al McDonald; David Euler
Subject: Cassellholme Redevelopment Proposed Plan
Attachments: Document1.docx

To Mayor and Members of Council and CAOs:

Could you share with all your members of Council. This is the proposed plan was sent to the chair of the Board on July 22, 2021. I asked the chair to be distribute the plan to the all members of the Board (and senior staff of Cassellholme) on the same day, July 22, 2021.

Further the item would be on the agenda as new business and scheduled to be brought forward at the next Cassellholme Board meeting (which is scheduled for August 26th) as it did not make the deadline for discussion for the July Board meeting.

Thanks in advance.

Al McDonald, Mayor



The Corporation of the City of North Bay
200 McIntyre Street East, North Bay ON P1B 8V6
Tel: 705-474-0400 ext. 2517
Fax: 705-495-4925
Website: www.northbay.ca

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Redevelopment of Cassellholme Plan July 21, 2021

Background: It is clear that all municipalities want to see the redevelopment of Cassellholme move forward with model that is economical and sustainable. It was stated, the redevelopment was a priority for most if not all municipalities.

Some of the exiting municipalities did not agree with the proposed draft of the exit agreement.

The communities of North Bay, East Ferris, Mattawa, Papineau-Cameron and Chisholm councils rejected the finance plan that was recommended to them as they may have viewed it as too expensive and unsustainable.

The 5 communities that rejected the proposal make up over 90% of the member communities share of the financial contribution to the redevelopment.

Each municipality has many of their own capital projects that will need to be financed for years to come and many recognize this will be a barrier to their own infrastructure projects, credit ratings, increased interest costs for their tax payers and may impact their ARLs and FIRs.

Municipalities were caught off guard at the price (\$30 Million over the previously stated amount of 90 million)

Municipalities are concerned about the tendering process used that produced only one qualified bidder.

Further, Municipalities were told that if they didn't agree to the proposed financing plan, they would simply be levied.

It was raised but mostly not addressed, was that an approx 5 year construction project would be extremely disruptive to residents living at Cassellholme, the staff of Cassellholme and families visiting their loved ones as it would be an active construction site.

The complexity and extra costs associated with the current phased project as proposed meant that the exiting municipalities must remain longer than they felt necessary and financially impacted all the member municipalities

Goals:

*To be shovel ready by April 2021 with no reduction in the current proposed number of beds.

*To have the new facility open more than 2 years sooner than the current proposed plan.

*To have the 4 municipalities exit sooner than the current 5 years

*To reduce overall capital budget pressures for all municipalities.

*To bring together all the municipalities and councils for the redevelopment and in a spirit of co-operation.

Action Plan:

For the Cassellholme Board to appoint a Redevelopment Group (RDG) to manage the process. For the Board to instruct the RDG to commence necessary work immediately to meet the goal of an April 2022 ground breaking. Time is of the essence.

The RDG to be made up of:

Mayor of City of North Bay – Chair: Al McDonald

Mayor of East Ferris - Vice Chair: Pauline Rochefort

Mayor of Mattawa: Dean Backer

Chair of the Cassellholme Board - ex-officio: Chris Mayne

CAO North Bay: David Euler

CAO East Ferris: Jason Trottier

CAO from the current municipal members to be named.

Resources required by RDG.

CAO & CFO from Cassellholme,

CFO and staff engineers from City of North Bay,

Project manager from Cassellholme: Dave Smits

Legal counsel from Cassellholme

Additional, a staff member from Cassellholme to take minutes, set up meeting dates/time etc.

All RDG meetings will be open for all board members to attend and observe. The RDG will update the Board and area municipalities monthly.

The RDG will start in motion the 5 critical planks simultaneously.

1) Review alternative sites which should reduce construction timelines. (Action required by: David Euler to work with Dave Smits and staff to identify and compare costs of potential sites for the Board's approval)

2) A financing plan that will be distributed to all municipalities in advance for feedback from their CAOs, CFOs and Councils. (Action required by RDG CAOs, CFO North Bay, CFO Cassellholme)

3) The completion of an exiting agreement for the 4 municipalities that want to exit. The selection of a new site will improve the exiting municipality's timelines and reduced capital costs for all municipal partners. (Action required, RDG group, CFO North Bay, CFO Cassellholme, legal council)

4) The review of project, engineering, scope and new procurement documents. (Action required by CAOs, CFOs, Dave Smits and other resources)

5) Meet with all major stakeholders (9 municipalities, Cassellholme Family Council, etc.) on a regular basis to maintain clear communication channels. (Action by RDG elected officials and CAO of Cassellholme).

The RDG would submit their finalized proposed plan to the Cassellholme Board by December 2021 for their review and possible approval. If approved by the Cassellholme Board, the Board would submit the necessary application process to Ministry of Long Term Care for their review and possible approval.