

Sent Via Email to Mayors/Clerks of:

Municipality of Callander
Township of Bonfield
Municipality of Calvin
Township of Chisholm
Municipality of East Ferris

Town of Mattawa
Municipality of Mattawan
City of North Bay
Township of Papineau-Cameron
Municipality of Powassan

Re: Conservation Authority Act – Transition Plan

December 20, 2021

Dear Mayors/Clerks:

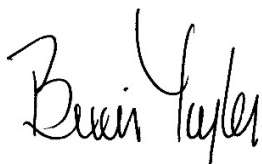
In June 2019, the Government of Ontario introduced changes to the *Conservation Authorities Act* through the *More Homes, More Choice Act, 2019* (Bill 108). On December 8, 2020, Bill 229 *Protect, Support and Recover from COVID-19 Act* received Royal Assent and included further legislative changes to the *Conservation Authorities Act*.

As indicated in the November 5, 2021 correspondence to CAOs and Clerks from NBMCA Board Chair David Mendicino, these changes define the four areas of “core mandatory” programs and services that the province requires Conservation Authorities to deliver. The Act also allows for Conservation Authorities to deliver other programs and services outside of the four core areas to meet local watershed needs either by way of an agreement with Municipalities or at the CA board members’ discretion. The legislation also clarified municipal membership appointments and specified the terms of the chair and vice chair.

The Act and **Ontario Regulation 687/21: Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act** requires each Conservation Authority to develop a ‘transition plan’ by December 31, 2021 that would outline the steps to be taken for implementing the changes.

Please find attached NBMCA’s Transition Plan as approved by the Members at their December 15, 2021 Meeting. It addresses the process for developing an inventory of programs and services and for entering into agreements with participating municipalities to fund Category 2 and 3 programs and services through a municipal levy. It also establishes the transition period to enter into those agreements.

If you have any questions, please feel free to contact me.



Brian Tayler, CAO/Secretary-Treasurer

cc. NBMCA Members



NORTH BAY-MATTAWA
CONSERVATION
AUTHORITY
www.nbmca.ca

NBMCA Transition Plan

*As required for Conservation Authority Act
Amendments*

December 15, 2021

Introduction

The passage of Regulation 687/21 “Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act” requires the development of Transition Plans by each Conservation Authority. The Transition Plans are to outline the process and timelines for the development of cost apportioning agreements with municipalities within their jurisdiction for Category 2 (municipal) and Category 3 (other) programs and services.

Transition Plan Requirements and Timeframe

The key components and deadlines for [Transition Plan and Agreements Regulation \(O.Reg. 687/21\)](#) are illustrated in Figure 1 below. The purpose of the transition period is to provide conservation authorities and municipalities with the time to address changes to the budgeting and levy process based on the delivery of mandatory programs and services (Category 1), municipal programs and services (Category 2), and other programs and services (Category 3) and the need, in some cases, to reach agreements. Conservation authorities are required to develop a Transition Plan on or before December 31, 2021. There are two phases to the Transition period. The first phase is to develop and circulate an Inventory of Programs and Services. The second phase of the Transition Period includes developing and finalizing the conservation authority/municipal agreements in accordance with the regulations. These agreements must be complete by January 1, 2024.

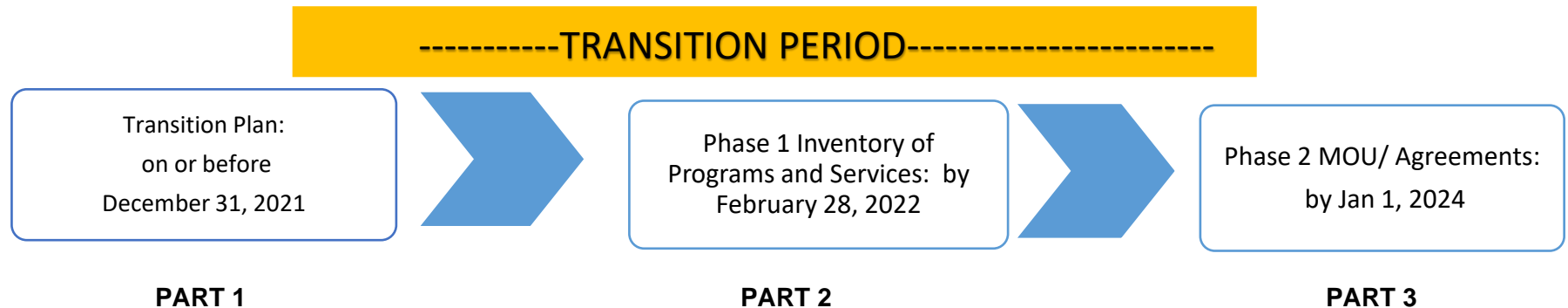


Figure 1. Key Components and deadlines for Transition Period

NBMCA Transition Plan

Part 1: Transition Plan

- NBMCA staff review of Regulatory Proposal Consultation Guide released by MECP on May 13, 2021, which included presentation to the board of directors and communication with senior staff of our Participating Municipalities to provide initial information on the proposed changes to the Act and the regulatory consultation guide
- With the final Phase 1 regulations released from MECP on October 7, 2021, NBMCA staff will develop Transition Plan based on the transition period and requirements provided by MECP
- This Transition Plan is required to be completed by **December 31, 2021** and distributed to member municipalities and the Ministry of the Environment, Conservation and Parks (MECP).
- Prior to this distribution, the NBMCA Members (Board) will receive and approve the plan. The Transition Plan will be circulated to the Clerks of the Participating Municipalities, Heads of Council and posted on the HCA website before December 31, 2021.

Part 2: Inventory of Programs and Services (Phase 1 of the Transition Period)

- NBMCA will utilize Conservation Ontario template to complete an inventory of programs and services which is required to be completed by **February 28, 2022**, circulated to Participating Municipalities and posted on the NBMCA website
- Prior to this distribution, the NBMCA Members will receive and approve the inventory
- The inventory of programs and services will be classified as either Category 1 (Mandatory), Category 2 (Municipal) or Category 3 (Other CA). These categories are identified in Section 21 of the *Conservation Authorities Act*.
- The inventory will include an estimate of the annual cost of the service, sources of funding and the percentage attributed to each funding source
- In addition, a record of the municipal distribution of the inventory is to be forwarded to the MECP. Any changes to the inventory after February 28, 2022 will be documented and forwarded to MECP.

Part 3 – Consultation on Inventory and Cost Apportioning Agreements/Memoranda of Understanding (Phase 2 of the Transition Period)

- NBMCA will consult with its participating municipalities on the inventory of programs and services. Further, NBMCA

will negotiate with the participating municipalities to develop agreements for non-mandated but important watershed wide programs and services (category 2 and 3 programs and services where municipal levy is required) and prepare amendments and internal drafts of existing municipal agreements, consistent with the requirements for non-mandatory municipal services for municipal review

- All municipal agreements for non-mandated services are to be in place by and sent to MECP by **January 1, 2024**.
- NBMCA will meet the required quarterly MECP reporting requirements as per the regulation and submit six quarterly progress reports to MECP. The progress reports will include any comments received/changes to the inventory, an update on the progress of negotiations of cost apportioning agreements, and any difficulties that the authority is experiencing with concluding the requirements prior to the end of the Transition Period.

Timeline Summary

ITEMS	DUE DATE	TIMELINE FOR DELIVERY
Development and Member approval of Transition Plan	December 31, 2021	November 15, 2021 to December 15, 2021
Circulation of approved Transition Plan to participating municipalities and post to website	December 31, 2021	December 31, 2021
Development and Member approval of Inventory	February 28, 2022	December 15, 2021 to February 22, 2022
Circulation of approved Inventory to participating municipalities and post to website	February 28, 2022	February 23, 2022 to February 28, 2022
Consult on Inventory and Negotiate municipal agreements	January 1, 2024	January 1, 2022 to December 31, 2023
Extension of Transition Date	October 1, 2023	September 1, 2023 (if required)
Prepare Final Report for MECP & Municipalities	January 31, 2024	January 31, 2021
Quarterly Reporting to MECP	July 1, 2022	July 1, 2022
	October 1, 2022	October 1, 2022
	January 1, 2023	January 1, 2023
	April 1, 2023	April 1, 2023
	July 1, 2023	July 1, 2023
	October 1, 2023	October 1, 2023

January 24, 2022

To NBMCA Member Municipalities

Bonfield

Callander

Calvin Twp

Chisholm Twp

East Ferris

North Bay

Mattawa

Mattawan Twp

Papineau-Cameron Twp

Powassan

Dear Member Municipalities:

In 2022, the North Bay-Mattawa Conservation Authority (NBMCA) marks its 50th anniversary of delivering watershed management programs in our region. NBMCA was formed on June 21, 1972 by a provincial order in council at the request of our member municipalities.

To mark this 50th anniversary, NBMCA is planning a series of activities that will highlight our milestones and honour the partners and champions who have helped us balance human needs with the needs of the natural environment over the last 50 years.

At the recommendation of our 50th Anniversary Steering Committee, which includes Shelley Belanger (Papineau-Cameron Twp), Jane Lagassie (Bonfield) and Michelle Lahaye (Mattawan Twp) and staff, the Board Members would like to invite each of our member municipalities to contribute to our 50th anniversary activities with a \$250 contribution.

In the coming year, we'll be launching our "Boardwalk of Champions" fundraiser, a series of educational social media and video postings, recognizing environmental champions through a new awards program and inviting our partners to join in the celebrations. We'll be providing municipalities with social media templates and information to share with their residents on "watershed matters". We'll kick off our activities in the spring (when COVID and its restrictions have hopefully eased!) More information to come in the coming months.

Please join us in celebrating our 50th Anniversary! Thank you in advance for your consideration and, if possible, your municipality's \$250 contribution towards the celebrations. If you have any questions, please don't hesitate to contact me.

Regards,

Sue Buckle

Manager, Communications & Outreach

Sue.buckle@nbmca.ca

(705) 497-4999

cc. Board Members

B. Tayler, CAO



January 24, 2022

Cindy Pigeau
Municipality of Calvin
1355 Peddlers Drive, RR#2
Mattawa ON P0H 1V0

Dear Cindy,

Please find enclosed the adjusted levy invoice for February 2022. In December 2021, the District of Nipissing Social Services Administration Board passed the 2022 budget which includes an overall increase in the levy of \$802,620 year over year. Using the 2021 Property Assessment Rolls and the 2021 tax ratios of the Municipalities in our district, the levy is apportioned amongst the Municipalities using a weighted assessment.

Included with the invoice is a worksheet showing the calculation of the apportionment of the municipal share of the 2022 Budget amongst the Municipalities in the District of Nipissing and Territories Without Municipal Organization (TWOMO). Also included is the calculation showing the adjusted invoice for February 2022, and the amount to be invoiced monthly for the balance of the year to December 31, 2022.

Should you have any questions regarding this calculation, please do not hesitate to contact me directly. I can be reached at (705) 474 - 2151 ext 3350, or at justin.avery@dnssab.ca

Yours truly,

Justin Avery, CPA, CA
Manager of Finance

District of Nipissing Social Services Administration Board
2022 Approved Budget \$- Municipal Apportionment

The weighted assessment figures have been calculated using 2021 Assessment Rolls and 2021 Tax Ratios.
There are no Tax Ratios available for the Unincorporated Townships.

Municipality	A - Current Value Assessment Method used to determined Unincorporated share only			B - Weighted Assessment Method (Excl. PIL) - Actual			2022 Monthly Levy =Col.6/12	2021 Budget Allocation	Variance Yr over Yr Budget Allocataion	Variance % Change
	Current Value Assessment-2021	%	Budget Allocation	Weighted Assessment-2021	%	Budget Allocation				
	1	2	3	4	5	6				
City of North Bay	5,615,031,215		-	6,640,789,411	60.7754%	13,194,757	1,099,563	12,712,758	481,999	3.79%
Municipality of West Nipissing	1,599,274,372		-	1,677,857,722	15.3555%	3,333,779	277,815	3,196,723	137,056	4.29%
Municipality of East Ferris	670,888,892		-	673,114,427	6.1602%	1,337,429	111,452	1,284,450	52,979	4.12%
Municipality of Temagami	493,388,700		-	497,527,807	4.5533%	988,551	82,379	955,655	32,896	3.44%
Township of Bonfield	292,652,302		-	280,726,171	2.5692%	557,782	46,482	535,164	22,618	4.23%
Township of South Algonquin	266,460,300		-	277,810,585	2.5425%	551,989	45,999	531,574	20,415	3.84%
Township of Papineau-Cameron	163,467,900		-	149,133,007	1.3648%	296,316	24,693	284,818	11,498	4.04%
Town of Mattawa	106,752,425		-	116,195,662	1.0634%	230,872	19,239	222,778	8,094	3.63%
Township of Chisholm	150,526,000		-	142,199,146	1.3014%	282,539	23,545	271,703	10,836	3.99%
Municipality of Calvin	89,920,700		-	126,315,257	1.1560%	250,979	20,915	242,459	8,520	3.51%
Township of Mattawan	27,912,800		-	27,741,887	0.2539%	55,121	4,593	53,594	1,527	2.85%
Sub Total Municipalities	9,476,275,606		21,080,114	10,609,411,082	97.0956%	21,080,114	1,756,676	20,291,676	788,438	3.89%
TWOMO - (MCSS, EDU, & MMAH)	409,465,400		630,562							
Sub Total Unincorporated	409,465,400	4.14%	630,562	409,465,400		\$630,562	\$52,547	\$616,380	14,182	2.30%
TOTAL	9,885,741,006		21,710,676	11,018,876,482		21,710,676	1,809,223	20,908,056	802,620	3.84%
			Municipal share net of EMS 15,223,690			Municipal Share 21,710,676				
			EMS Budget (municipal share) 6,486,986			Less TWOMO 630,562				
						Municipal Levy 21,080,114				

Note: TWOMO share of DNSSAB costs
excludes Emergency Medical Services Costs

Explanation of February Adjusted Levy Invoice

	A	B	C	D	E = C + D	F = 10 x D	A + E + F	
Municipality	Paid to date	Required to date	Adjustment	Regular Monthly invoice	Feb Adjusted Invoice	Remaining to be invoiced Mar - Dec	Total Levy 2022	Variance
City of North Bay	\$ 1,059,396.54	\$ 1,099,563.05	\$ 40,166.51	\$ 1,099,563.05	\$ 1,139,729.56	\$ 10,995,630.50	\$ 13,194,756.59	-
Town of West Nipissing	266,393.55	277,814.92	11,421.37	277,814.92	289,236.28	2,778,149.16	3,333,778.99	-
Towship of East Ferris	107,037.49	111,452.38	4,414.89	111,452.38	115,867.26	1,114,523.75	1,337,428.50	-
Municipality of Temagami	79,637.89	82,379.24	2,741.35	82,379.24	85,120.59	823,792.41	988,550.90	-
Township of Bonfield	44,597.04	46,481.84	1,884.80	46,481.84	48,366.64	464,818.42	557,782.10	-
Township of South Algonquin	44,297.83	45,999.09	1,701.26	45,999.09	47,700.35	459,990.88	551,989.05	-
Township of Papineau-Cameron	23,374.82	24,693.02	1,318.20	24,693.02	26,011.22	246,930.20	296,316.24	-
Town of Mattawa	18,564.82	19,239.35	674.53	19,239.35	19,913.88	192,393.48	230,872.17	-
Township of Chisholm	22,641.95	23,544.93	902.98	23,544.93	24,447.91	235,449.31	282,539.17	-
Municipality of Calvin	20,204.95	20,914.92	709.97	20,914.92	21,624.89	209,149.22	250,979.06	-
Municipality of Mattawan	4,466.13	4,593.42	127.29	4,593.42	4,720.72	45,934.23	55,121.07	-

Date: Jan 18 2021

Final:

MEDIA LINES

SOLICITED PROPOSALS FOR THE \$50 MILLION RENEWED INVESTMENT READINESS PROGRAM

KEY MESSAGES

- Social purpose organizations (SPOs), like charities, non-profits, and social enterprises have always been leaders, stepping up to tackle important social issues in their community and in communities across Canada.
- These organizations help connect Canadians to supports and services, and raise awareness on important problems.
- Many SPOs need support, so they can expand their capacity and deliver innovative solutions, address emerging challenges and access new sources of investment.
- The renewed Investment Readiness Program is a two-year, \$50 million program that supports SPOs in building capacity to become investment-ready. This puts SPOs in a better position to participate in Canada's growing social finance market.
- Our Government has previously invested \$50 million through the pilot Investment Readiness Program, which has successfully supported over 680 Social Purpose Organizations and strengthened the broader social innovation and social finance ecosystem.
- This investment is delivered in two streams:
 - Stream 1 (Readiness Support Partners) expands support and funding opportunities to diverse SPOs in urban, rural and remote communities, including those led by equity-deserving groups.
 - Stream 2 (Ecosystem Builders) invests in projects that help strengthen the larger social innovation and social finance ecosystem.
- The Government of Canada recognizes the important work social purpose organizations do, and will continue working with them to help expand their reach and services to even more Canadians.

SPOKESPERSON

Media Relations Office – (819) 994-5559

QUESTIONS AND ANSWERS

Q1. What is the IRP and the renewed IRP?

The IRP is a foundational element of Canada's Social Innovation and Social Finance (SI/SF) Strategy, alongside the \$755 million Social Finance Fund and the Social Innovation Advisory Council.

The IRP was launched in 2019 as a 2-year pilot-program and supported over 680 social purpose organizations (SPOs) in building their investment readiness.

Budget 2021 announced the renewal of the IRP for \$50-million over two years, starting in 2021-2022, to support diverse SPOs – charities, non-profits, cooperatives and mutuals, for-profit enterprises with a social mission – to increase their investment readiness and to access social finance opportunities as well as to strengthen the social innovation and social finance ecosystem.

Q2. How will the IRP be delivered to SPOs through selected organizations?

The renewed IRP will be delivered under two streams:

Stream 1: Readiness Support Partners will provide funding to SPOs to build skills and capacity to access social finance investment. SPOs will use the funding to get help to do market analyses, develop new products and services, build business plans and acquire technical expertise.

Stream 2: Ecosystem Builders will invest in projects that help grow and strengthen the SI/SF ecosystem, such as developing a common approach to impact measurement, ensuring that the SI/SF ecosystem is inclusive to all SPOs everywhere, and supporting social procurement. This will provide another layer of support to SPOs.

Q3. What is the process for organizations to receive IRP funding under the two streams?

There will be two rounds of a solicited calls for proposals to select funding projects under both streams.

Organizations solicited to submit a proposal in round 1 (process ended) will build on the success of the IRP pilot and provide the continuity of supports needed by SPOs.

Round 2 will run between January 10 and February 18, 2022. ESDC will invite (solicit) additional organizations on top of those selected from round 1, to submit a proposal with the objective of filling any remaining service gaps.

Should an organization meet the parameters and be interested in submitting a proposal, they can contact ESDC at [NC-SOCIAL INNOVATION SOCIALE-GD@hrsdc-rhdcc.gc.ca](mailto:NC-SOCIAL_INNOVATION_SOCIALE-GD@hrsdc-rhdcc.gc.ca)

Q4. How many organizations are being solicited to submit a proposal for the renewed IRP and why were they solicited?

Through round 1, organizations were solicited to submit a proposal to deliver a project under the renewed IRP. These organizations were solicited because of their ability to offer continued support to SPOs as the IRP transitions from a pilot program to a renewed 2 year program. These organizations will build on their work under the IRP pilot and will expand their reach to diverse SPOs to support them as they become investment

ready. **Through round 2, five organizations are being solicited to submit a proposal with a goal to address the program's diversity and inclusion objectives.**

Q5. Will the Government ensure that funding is distributed across all regions and diverse groups?

The renewed IRP is designed to enable funding to be disseminated across the country for the benefit of all regions.

The renewed IRP will expand support and funding opportunities to diverse SPOs in urban, rural and remote communities, including those led by or serving: Indigenous Peoples; Black Canadians and other racialized communities; women; Official Language Minority Communities; people with disabilities; and other under-represented groups in the social innovation and social finance space. The IRP will also invest in projects that help strengthen the larger social innovation and social finance ecosystem that provides another layer of support to SPOs.

Q6. How will the funds be distributed?

Beginning in 2021-2022, a total of \$46 million will be made available in grants and contributions over a 2-year period. Approximately \$36 million will be allocated to Stream 1 which will help SPOs build skills and capacity to access social finance. \$10 million will be allocated to Stream 2 which will help grow and strengthen the SI/SF ecosystem.

Approximately \$4 million will be made available for recipients to be selected from the round 2 call for proposals.

Q7. How will these recipients be selected?

For both rounds of selection, ESDC will select recipients based on the following parameters.

- For Stream 1, Readiness Support Partners must demonstrate that they:
 - have experience delivering grants outside of their organization to eligible SPOs in order to build investment readiness.
 - have capacity to use inclusive and transparent selection processes.
 - are engaged in activities linked to SI/SF in Canada.
 - have the ability to build relationships and work with other organizations to achieve project goals.
 - can ensure diversity and inclusion are built into their project activities.
- For Stream 2, Ecosystem Builders must demonstrate that they:
 - are engaged in activities linked to SI/SF in Canada.
 - have the ability to build relationships and work with other organizations to achieve project goals.
 - can ensure diversity and inclusion are built into their project activities.
 - have expertise in at least one of the ecosystem builder activity areas (investing in inclusive innovation; strengthening networks of expertise; conducting research and disseminating tools and knowledge; building SPO social procurement capacity; and connecting the IRP recipients to each other and the broader SI/SF ecosystem).

Q8. Why isn't a competitive call for proposals being used to select recipients for the two rounds of funding?

The renewed IRP will be delivering time-limited funding beginning in 2021-2022. The Department will therefore need to work with recipients who have the existing infrastructure to flow funds quickly and have an established deep and wide reach within their target communities in order to build awareness of the renewed IRP across a broad range of SPOs. Special effort will be made to reach SPOs that serve Indigenous Peoples; Black Canadians and other racialized communities; women; Official Language Minority Communities; people with disabilities; and other under-represented groups within social innovation and social finance.

Recipients will also be expected to have the technical capacity and coordination skills required to effectively and efficiently measure and report on project outcomes, as well as have well-established networks and relationships through their previous engagement in activities related to SI/SF.

Q9. Is there a time limit to funding from the Investment Readiness Program?

Budget 2021 committed to renew the Investment Readiness Program for \$50 million over two years, starting in 2021-2022. Funding under the program will end on March 31, 2023.

Q10. What are the next steps after receiving a proposal from the solicited organizations?

Proposals received under both rounds of funding will be assessed using a number of assessment tools, including assessment grids and applicant guides, which will be based on the terms and conditions of the program. Applicants will be informed of the results of their assessments; successful applicants will then be contacted to negotiate the terms of their grant or contribution agreement. Once their agreements are signed, organizations will be able to begin their IRP project activities.

Q11. How does the IRP support Indigenous communities?

The renewed IRP will continue to fund diverse organizations, inclusive of organizations led by and/or serving Indigenous communities. More details will be provided once projects recipients are announced. Under the pilot, the IRP funded Indigenous organizations, including Inuit Tapiriit Kanatami, the National Association of Friendship Centres, Congress of Aboriginal People, the Native Women's Association and the National Aboriginal Capital Corporations Association.

Cindy Pigeau

Subject: FW: Call for proposals: Investment Readiness Program // Appel de propositions : Programme de préparation à l'investissement
Attachments: Investment Readiness FR.docx; Investment Readiness EN.docx

From: Sookram, Matthew (Rota, Anthony - MP) [<mailto:matthew.sookram.470@parl.gc.ca>]

Sent: Monday, January 24, 2022 4:46 PM

Subject: Call for proposals: Investment Readiness Program // Appel de propositions : Programme de préparation à l'investissement

Good Afternoon,

Please see the attached release regarding the second stream of public solicited calls for proposals for the Investment Readiness Program to support social purpose organizations.

The aim of the call for proposals for round 2 is to select recipients to help advance the objectives of the IRP under two streams of activity. Under stream 1, Readiness Support Partners will distribute funds to SPOs seeking support to build their investment readiness. Under stream 2, projects will help strengthen the Social Innovation and Social Finance ecosystem as another layer of support to SPOs.

Please share with any charities, non-profits, and social enterprises in your area that you feel should apply to this call for proposals.

Thank you,



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

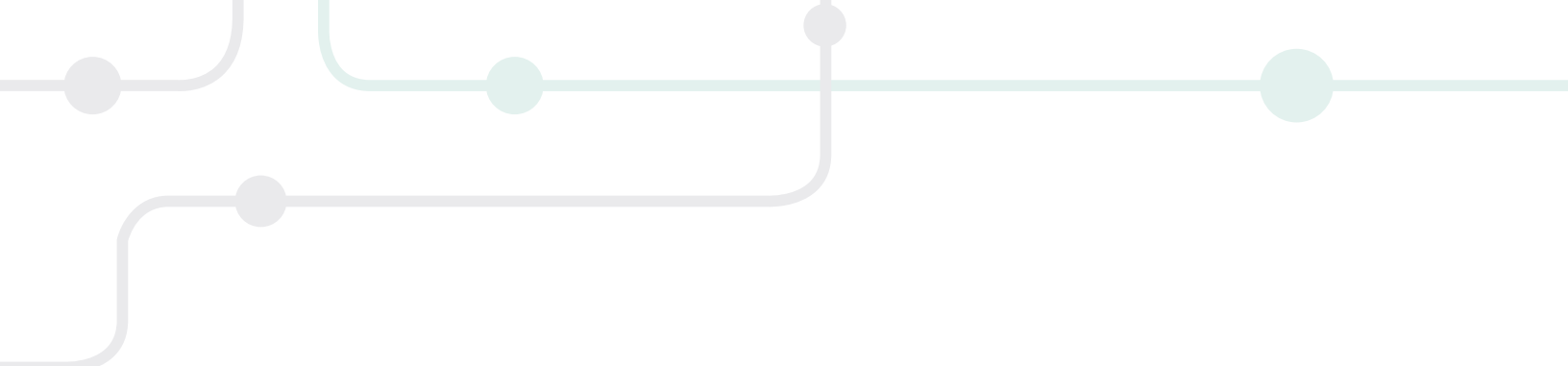


FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

Roadmap to connectivity:

A guide to connecting your community
to affordable, high-speed Internet



Contents

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The production of this guide was made in partnership with Telesat.

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24 Clarence Street
Ottawa, Ontario
K1N 5P3

613-241-5221



Introduction

This guide is intended to provide a simplified roadmap for communities across Canada to be able to reach their connectivity goals and ensure access to high-quality, reliable, and affordable broadband for their communities. It is targeted toward communities that have so far been unserved or underserved in terms of broadband network availability; as well as those who find it more challenging to affordably connect their communities. The recommendations below are of special importance to Indigenous, northern, rural and remote communities across Canada.

The process to connect a community is broken down step-by-step, and in turn helps Canadian municipalities come together to bridge the digital divide. In Canada, the digital divide represents a major gap in access to connectivity, with only 41% of rural households and about 25% of Indigenous communities in Canada having access to high-quality, reliable broadband Internet service.¹

Communities and governments must act as fast and efficiently as possible to provide communities with access to broadband. Reliable Internet is crucial to support essential, everyday services including digital healthcare, government services, remote work, online education, and many others. Following the consequences of COVID-19 and the shift of many essential services and daily activities online, universal connectivity has never been more important.

This guide will provide the basis for any community or municipality to leverage available resources to get connected. Specifically, this guide will focus on assessing the community's needs, the available technology options, the potential funding methods, and the implementation of the overall solution.

1 [CRTC Communications Monitoring Report 2019](#)

1. Assessing community needs

The first step in connecting your community is assessing your community's connectivity needs, more specifically, its total demand requirements.

Total demand requirements:

In order to plan for and deploy a broadband solution, a community must know the total demand required for use. Although the exact demand for each community will be different, a good method to estimate the required demand is to use the Government of Canada's 50/10 Mbps [standard](#), which allocates a minimum of 2.4 Mbps per household. The demand for a community can then be calculated by multiplying the 2.4 Mbps minimum requirement by the number of underserved households in a community.

$$\text{Household demand} = 2.4 \text{ Mbps} \times \text{underserved households}$$

A community may already know the number of underserved households or have their own method for determining this metric; however, for those without this information one source to use would be they may wish to consult the [National Broadband Data](#) and associated [National Broadband Availability Map](#) provided by the Government of Canada.² Furthermore, each community should consider the demand required to serve other types of non-residential buildings to deliver a holistic solution. The table below provides a benchmark estimate of how much demand is needed for each type of establishment. It is important to note that the actual demand required for each type of establishment may vary.

Establishment type	Demand estimate per establishment
Households	2.4 Mbps
Schools	4.8 Mbps
Small businesses	6 Mbps
Government building	7.2 Mbps
Rural health centres	10–25 Mbps

² If you believe your community's state of broadband to be inaccurately represented in the [National Broadband Availability Map](#), please contact the Government of Canada at get-connected@canada.ca.

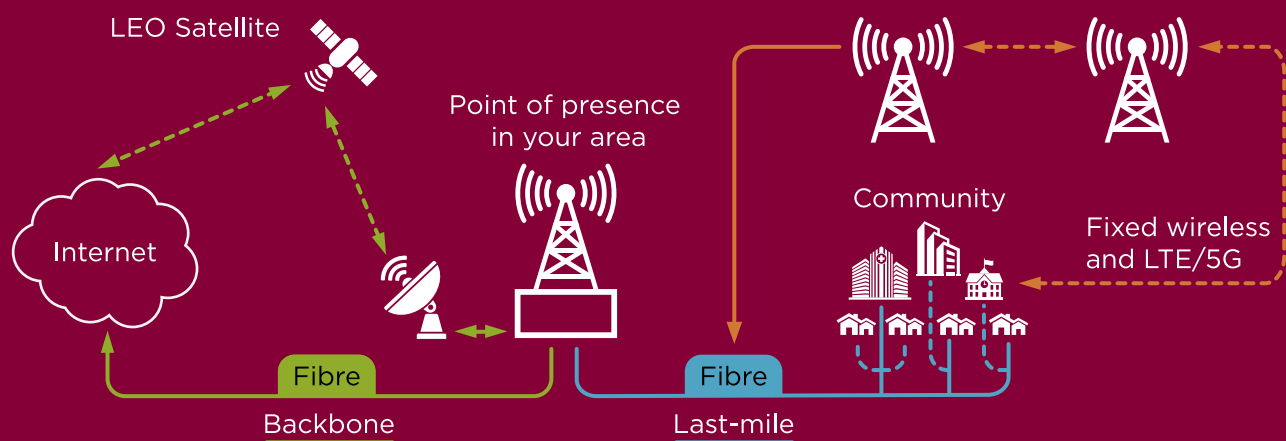
2. Assessing technology options

Once the estimated needs of the community are identified, it becomes much simpler and more efficient to compare the available technology options to best meet the community's needs.

It is worth examining whether or not there is currently broadband service and infrastructure available in the community. You can find information on Internet Service Providers (ISPs) currently operating in or near your community using the [National Broadband Data](#) and associated [map](#). If there are no ISPs operating in your area, it will be worthwhile to look around the map to identify the nearest broadband infrastructure. There may be an opportunity to reduce costs by extending the broadband infrastructure from the nearest community, assuming there is sufficient capacity on the existing infrastructure to support the additional demand. This can help in choosing the most suitable and affordable technology for a broadband network.

It is important to note that there are numerous broadband technologies that can be implemented either individually, or combined into a hybrid network, to provide the most suitable broadband solution to meet the community's needs.

Different broadband technologies are more suitable in certain situations and for different purposes. It is important to distinguish between the technologies used for the backhaul or "backbone" network and the technologies used for the access or "last-mile" network. The backhaul network represents the main "Internet pipe" and broadband supply brought into a community, while the access network represents the smaller ramification networks that distribute connectivity from the backhaul link to the end users in the community (i.e. households, businesses, institutions, etc.).





There are a number of existing technologies that can provide Internet services, including (but not limited to):

Fixed wireless: uses either licensed or unlicensed spectrum to provide communications services (voice and/or data) where the service is intended to be used in a fixed location

Pros: easy to connect multiple homes in sparsely populated regions

Cons: can be costly to construct towers, requires direct line-of-sight to customers, issues with terrain and blockage

Fibre: uses glass threads or plastic fibres to transmit data using pulses of light

Pros: high speed, high capacity, long useful life

Cons: expensive to build and maintain, challenging to connect sparsely populated regions, expensive to have redundancy

Geostationary (GEO) satellites: uses an antenna to receive a signal from a space-based satellite located ~36,000 km away from earth

Pros: easy and rapid deployment, ideal for medium to low density areas, available in most regions

Cons: high latency, medium to low throughput, expensive

Low-Earth Orbit (LEO) satellites: next-generation satellites, using innovative technology to support fibre-quality, low-latency and high-speed broadband connectivity.

Pros: economical to connect communities that are medium to low density or are far from the core network, easy to deploy, eliminates challenges related to line-of-sight, terrain and foliage, high throughput and low-latency links

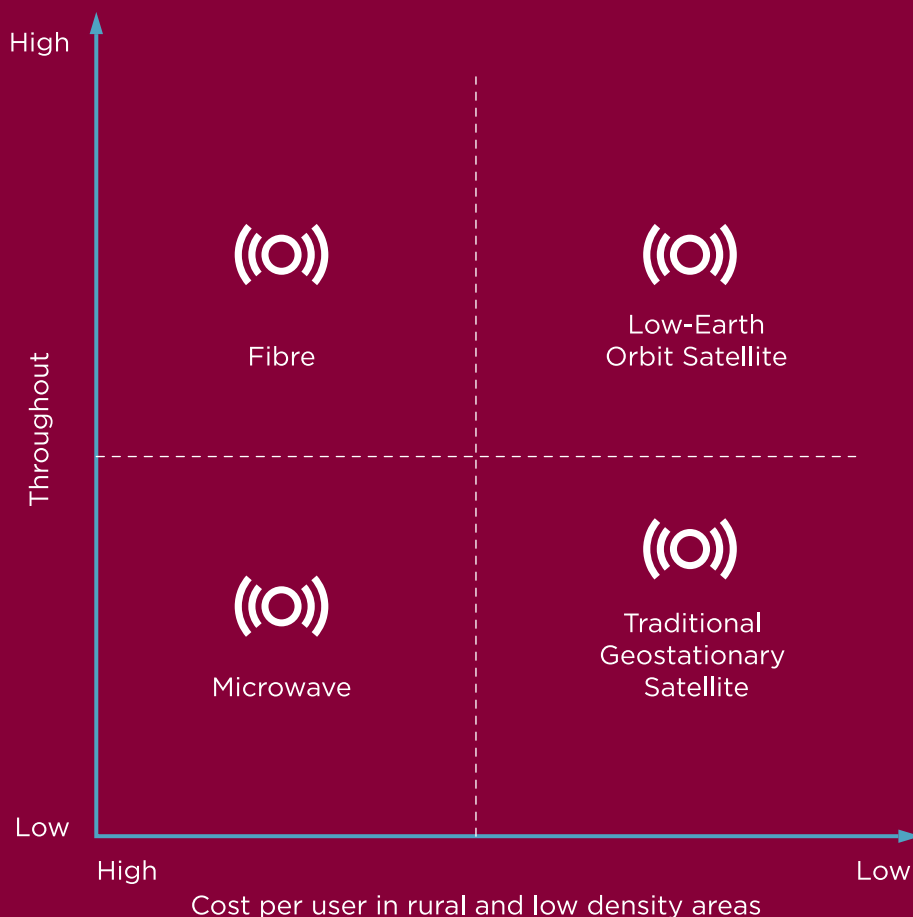
Cons: not applicable for areas close to existing terrestrial infrastructure

Full end-to-end networks can be created using the above technologies, however they can also be combined to create hybrid networks. In the case of hybrid networks, the backhaul network would typically use fibre, Fixed Wireless (FW), or LEO satellites to deliver broadband to a community. Last-mile networks will then typically use FW or fibre to deliver Internet connectivity to end users, generated from the community's main backhaul link.

The optimal broadband technology or combination of technologies for every community will depend on several factors, including cost, timeline of deployment, population density, existing infrastructure availability, technical feasibility, complexity, etc.

For example, due to the high cost of deployment, fibre is a viable option in high density communities and those very close to existing infrastructure; however, as the distance increases or population density decreases, satellite and wireless technologies have distinct advantages.

Every community will have different uses and priorities and must weigh these factors in selecting the best technology to meet their needs.



Furthermore, the following table compares the available technology options for a medium-low density community, far away from existing terrestrial infrastructure. The values in the table will vary for different deployments, however some of the most important factors to consider are the total cost of ownership (TCO), time to deploy, throughput capabilities and latency of each technology option.

Factors to consider	Fixed wireless	Fibre	GEO satellite	LEO satellite
TCO	Medium	High	Medium	Low
Time to deploy	Medium to High	High	Low	Low
Throughput	Medium to High	High	Medium	High
Latency ³	Low to Medium	Low	High	Low

The above example provides a general comparison of rural broadband technologies for one type of community, however more detailed analysis is required to provide a realistic estimate of deployment costs and network capabilities. Below are some key costs to consider for each technology option. Each may have additional costs associated with it:

Fibre: surveying, fibre design, construction of wireline from core, fibre termination equipment, maintenance and operations, customer equipment installation, etc.

Fixed wireless: equipment and spectrum fees, tower construction, land rental, operations and maintenance on towers, etc.

LEO/GEO satellites: terminal cost, recurring bandwidth cost, maintenance, etc.

³ Latency refers to the time delay over a communications link; low latency is important to ensure a high quality of service for consumers.

3. Planning

After reviewing all the technology options available as well as their characteristics, it becomes easier to identify the right technology to pursue and start building a concrete plan to connect your community.

This step will cover funding options as well as possible business models to plan for the implementation of your broadband strategy.

Funding

To ensure the right broadband deployment is selected, it is important to consider all viable options to fund the broadband project. Often local communities and municipalities might have limited budgets and tight timelines to address their connectivity needs. Furthermore, without government support it can be very challenging for operators or ISPs to close the business case in rural and remote communities. That is why it is fundamental to get informed about the various sources of financing made available by all branches of government, including federal, provincial, and municipal governments, as well as non-governmental organizations and broadband associations.

On a federal level, various government departments offer funding programs for broadband deployment projects. Since 2019, the Government of Canada has made broadband one of its top priorities and committed to getting 98% of Canadians connected by 2026 to high-speed Internet (50/10 Mbps) and all Canadians by 2030 (as highlighted in [High-Speed Access for All: Canada's Connectivity Strategy](#)) through leveraging funding from all levels of government, Indigenous and private sector partners.

For example, the [Universal Broadband Fund](#) (UBF) is a large-scale program lead by Innovation, Science and Economic Development Canada (ISED), targeting universal broadband coverage. It includes \$1.75 billion in funding to support high-speed Internet projects across Canada, particularly in rural and remote communities, with an additional \$1 billion committed to the fund in Budget 2021. The funding is available to support connecting Canadians via several streams:

\$750M available to fund large, high-impact projects	Up to \$50M available for mobile projects that primarily benefit Indigenous peoples	Up to \$150M through a Rapid Response Stream for projects to be completed by November 2021
--	--	---

The fund accepted applications until March 15, 2021 and future intake processes may be announced in the future similarly to previous programs.

The UBF is not only part of the national connectivity strategy but also consistent with the [government's roadmap](#) for supporting strong and resilient rural communities.

As part of this program, the Government of Canada committed to securing advanced LEO satellite capacity to help bring reliable, high-speed Internet access to even the most challenging rural and remote homes and communities in Canada, through a [\\$600M capacity commitment](#) with Telesat. This satellite capacity will be used in satellite dependent communities and those without access to high-speed Internet in rural and remote areas. ISPs can apply to receive this capacity at a reduced price under certain criteria, and applications to support LEO connectivity can be made through the [Universal Broadband Fund](#). The Government of Ontario also has a [similar partnership](#) in place with Telesat to bridge the province's digital divide and enable 5G connectivity to communities across the entire province.

In addition to ISED, the [Canada Infrastructure Bank](#) (CIB) can also be a key partner in broadband projects to offer low-cost loans. For large-scale, high-impact projects, the CIB can also provide capital through senior debt, subordinated debt, or equity investments. These investments can be made alongside contributions from ISED (and potentially provincial programs), as well as private capital from ISPs and private investors to connect hundreds of thousands of households across Canada.

It is important to note that provincial governments, municipalities, local governments, broadband associations, ISPs and other private partners can also be viable sources of capital and/or debt funding. This is why it is worth considering all partnership options with one or various players to ensure the success and affordability of any broadband project.

If you are unsure where to start, the Government of Canada provides a pathfinder service that can help you identify the most suitable program for your needs, by phone (1-800-328-6189) or by email (get-connected@canada.ca).

Business models

In addition to funding, a community might consider a business partner to help start the project and support in its deployment. The process of choosing a partner or partners in any broadband project can take many forms, however, as mentioned above, it is ultimately key to explore all available partnership options. This might include an incumbent, an ISP, or even forming a community ISP to bring the project to life.

This section covers at a high-level some of the different business models that should be considered in the planning of a broadband infrastructure project. It is important to note there may be more business models than those listed below, and there are a number of ways these business models can function.

Operator only model: Large existing operator or ISP builds the full end-to-end network (access and backhaul) and provides service directly to consumers. This model requires low investment and support from the community and offers a high quality of service associated with the incumbent operator. However, it may be challenging to entice an operator to make the large investment required to build a full network. It is also very costly and logistically challenging to serve individual users in a low-density setting.

Established ISP model: Partnership between an existing ISP and a backhaul provider to jointly build a network, where the ISP is responsible for the access network and the backhaul provider is responsible for the backhaul network. This model allows the ISP to use its expertise in all areas of deploying, running and maintaining an internet service in a rural community, which can be challenging for any single operator. This model also decreases the investment needed from each party, which reduces risk on investment and allows ISPs to more easily expand to new rural communities. The major downside of this model is it is not applicable to many communities that do not have an ISP currently operating in the region, or one that is willing to expand to the region.

Community ISP model: In the case where there are no existing ISPs in the region (or willing to expand to the region), the community can form an ISP and operate the access portion of the network. This model offers many of the same benefits as the Established ISP model, but also provides the community with much greater control over the broadband service in their community; this control will allow the community to customize services offered to its residents. The Community ISP model does require much more involvement from the community; it requires direct investment from the community to design, build, and operate the network. Aside from funding, it can also be challenging to find personnel with the necessary technical expertise to design and operate the network, especially in rural and remote communities.

4. Implementation and operation

With the choice of broadband technologies, funding method(s), business partner(s) and model(s) finalized, comes the time to initiate the implementation of the project. Despite planning being a crucial step in the realization of any broadband project, the implementation, operation and maintenance of the project are just as important.

Plans and resources need to be made available to monitor the project and track its way to success. On this final note, this section provides two case studies: an example of a completed, grassroots fibre broadband project in Southwestern Ontario and a second case study targeting rural communities in different Canadian provinces that highlights the benefits of LEO satellite backhaul paired with terrestrial last-mile networks.

Case Study: SWIFT's fibre solution in southwestern Ontario

Southwestern Integrated Fibre Technology ([SWIFT](#)) is a non profit, municipally-led broadband expansion project created to improve internet connectivity in underserved communities and rural areas across Southwestern Ontario. SWIFT was initiated by the [Western Ontario Wardens' Caucus](#) (WOWC) and is delivered in partnership with member municipalities, the Government of Ontario, and the Government of Canada.

Focused on enabling greater digital equality between rural and urban populations, SWIFT subsidizes the construction of open-access high-speed networks to encourage service providers to expand broadband infrastructure in underserved rural areas.

SWIFT was approved for funding under the New Building Canada Fund–Small Communities Fund (NBCF-SCF), a joint federal and provincial infrastructure funding program established in 2014. It leverages additional funding from municipal partners and private sector investors to support the development of broadband infrastructure in eligible areas across southwestern Ontario.

Specifically, the project leveraged \$63.7 million in federal funding, \$63.7 million in provincial funding, \$63.7 million from private sector Service Providers, and \$17.6 million in municipal funding, for a total project investment of \$209 million to bring service to more than 50,000 underserved households and businesses and install over 3,095 km of fibre throughout the region by 2024.

The SWIFT case study highlights how organized, cooperative projects can potentially bring high-speed connectivity to suburban and exurban communities via fibre where there is sufficient population density to offset the costs.

Case study: C-Spire Rural Broadband Consortium's LEO backhaul solution for rural communities

The [C-Spire Rural Broadband Consortium](#) (CRBC) was created as a partnership between six tech companies (C-Spire, Microsoft, Siklu, Airspan, Nokia and Telesat) to research ways to affordably bring high-speed internet to rural communities across North America.

In Canada, despite the clear benefits of bridging the digital divide, significant economic and technological challenges remain. Many rural communities in Canada have limited or no options for broadband service, which stems from a range of issues including:

- Distance from existing fibre infrastructure
- Geography or topography of the region
- Low population density
- Challenging return on investment for service providers

For that reason, when it comes to connecting more rural and remote communities, the Governments of Canada and Ontario focused on addressing one of the key root causes to poor connectivity to rural communities: affordable backhaul connectivity. Specifically, both governments partnered with Canadian global satellite operator Telesat to provide affordable high-speed LEO backhaul via Telesat Lightspeed to nascent and established ISPs in rural communities in Canada. The goal of these partnerships is to deliver affordable high-speed Internet and LTE/5G connectivity to all Canadians.

One [case study](#), the C-Spire-led consortium explored the optimal way to connect two western-based Canadian rural communities and underlined the benefits of LEO backhaul networks. Both rural communities were characterized by low to very low population densities, low number of households (less than 200 households), and far distance from existing fibre infrastructure.

When taking into consideration the total cost of ownership, the network configuration featuring LEO satellite backhaul and fixed wireless (FW) access was found considerably (up to 80%) more affordable than any other network configuration. By eliminating large infrastructure investments and only requiring an affordable LEO satellite terminal, the backhaul connectivity cost for communities is minimized both in terms of capital and operating expenses.



Conclusion

As underlined in this guide, there are four key steps to follow in ensuring access to broadband and mobile connectivity within a community:

1. **Assessing community needs**
2. **Assessing technology options**
3. **Planning**
4. **Implementation and operation**

As such, identifying your community's needs starts with estimating the total broadband demand required in your community. It is then best to consider various broadband technology options by comparing their pros and cons, including TCO, time to deploy, ease of deployment, and quality of the service provided. From here, it is important to take into account all possible funding sources and business models that could bring the project to life. Lastly, communities should follow up on the implementation closely to ensure a timely and successful deployment of broadband connectivity.

With this structured approach, broadband projects become more affordable, tangible, and efficient, ultimately bringing communities' one step closer to reliable, high-quality broadband connectivity. Although there is a lot of detailed technical analysis required for any broadband project, this guide provides a high-level overview of the steps required to deploy a broadband project.

From: [Aleysha Blake](#)
To: [Cindy Pigeau](#)
Subject: FW: NPI Measurement Month
Date: Tuesday, January 25, 2022 8:32:04 AM

From: FONOM Office/ Bureau de FONOM [mailto:fonom.info@gmail.com]
Sent: Monday, January 24, 2022 2:55 PM
Subject: Fwd: NPI Measurement Month

Good afternoon

The FONOM Board would ask your community to consider participating in this Northern Policy Institute survey.

The NPI is currently working on a project in partnership with organizations across Northern Ontario: **Measurement Month**.

It is an initiative launching this February, to collect comparable, consistent data across Northern Ontario communities via surveys.

The themes of the surveys are **attraction, retention, reconciliation,** and **welcoming**.

I was hoping that your members, in addition to yourselves, could promote the various surveys. Online, in social media, and direct to their clients and networks.

More information is available on the [NPI Measurement Month Website](#).

If any municipal leaders of communications types want more information, there is a session on **Wednesday, January 26th - 12:00pm-12:30pm EST** - [Information Session 4 \(English\)](#)

Thanks for your consideration

Talk soon, Mac

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
615 Hardy Street North Bay, ON, P1B 8S2
Ph. 705-498-9510

P.S. FONOM GoNorth Promotional Videos

<https://www.youtube.com/watch?v=C3FQKMBzS6E>

NEW

https://www.youtube.com/watch?v=1_q0PBPCPZQ&authuser=0

<https://www.youtube.com/watch?v=X81-vtsgs0w>

<https://www.youtube.com/watch?v=LUEGyXL2AXk>

www.youtube.com/watch?v=qkEeQSnLHnA

<https://www.youtube.com/watch?v=DLV-SUC1J9c>

<https://www.youtube.com/watch?v=7rIrgxng-0>

----- Forwarded message -----

From: **Rachel Rizzuto** <rrizzuto@northernpolicy.ca>

Date: Fri, Jan 21, 2022 at 4:03 PM

Subject: NPI Measurement Month

To: Mac Bain <fonom.info@gmail.com>

Hi Mac,

I hope you're doing well and staying warm.

I want to introduce a project we are currently working on in partnership with organizations across Northern Ontario: **Measurement Month** is an initiative launching this February, to collect comparable, consistent data across Northern Ontario communities via surveys. The themes of the surveys are **attraction, retention, reconciliation, and welcoming**. Specifically, there is an exit survey (looking at why people *leave* Northern Ontario communities) as well as a migrant survey (looking at people who are new to the community, even if they just moved here from another community within Northern Ontario).

I was wondering if FONOM could help with the distribution of these surveys so we can get adequate response rates across the various municipalities in Northeastern Ontario?

More information is available on the [NPI Measurement Month Website](#). We are also planning an English information session for mid-next week if you're interested.

Please let me know if you have any questions or would like to chat about this further.

Rachel Rizzuto

Research Manager / Directrice de la recherche
Northern Policy Institute/Institut des politiques du Nord
T: 807-343-8991
Mailing Address: P.O. Box 10117 / Thunder Bay, Ontario / P7B 6T6

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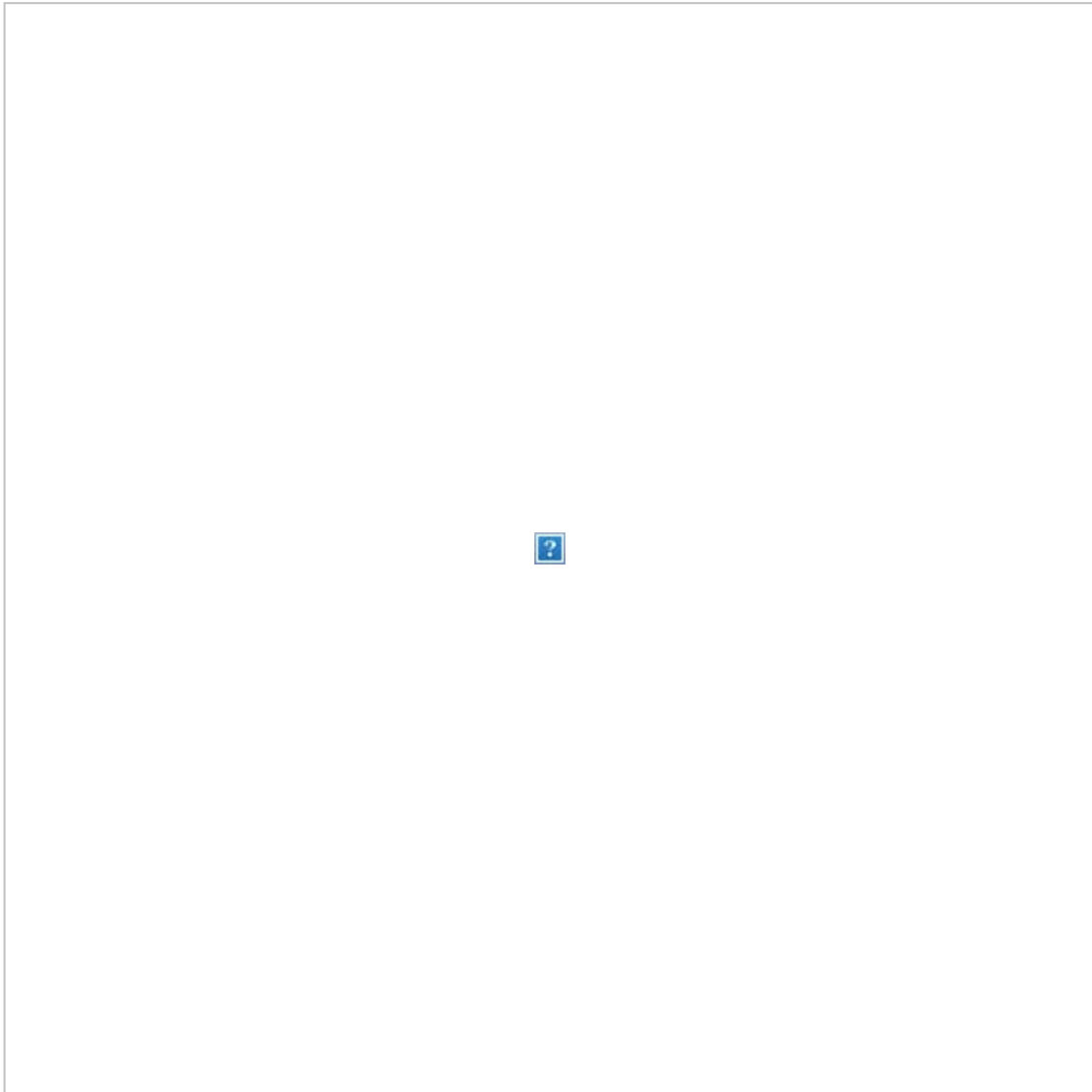
[English](#)/[Français](#)

Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect evidence, and disseminate ideas. We seek to identify policy opportunities to support the sustainable growth of Northern Ontario communities. Our offices are located in Thunder Bay, Sudbury, and Kirkland Lake. We seek to enhance Northern Ontario's capacity to take the lead position on socioeconomic policy that impacts Northern Ontario, Ontario, and Canada as a whole.

L'Institut des politiques du Nord est le groupe de réflexion indépendant du Nord de l'Ontario. Nous effectuons des recherches, recueillons et diffusons des données probantes. Nous cherchons à identifier des possibilités de politiques pour soutenir la croissance de communautés durables dans le Nord de l'Ontario. Nos bureaux sont situés dans Thunder Bay, Sudbury, et Kirkland Lake. Nous cherchons à améliorer les capacités du Nord ontarien de prendre l'initiative en politiques socioéconomiques qui ont des répercussions sur l'ensemble du Nord ontarien, de l'Ontario et du Canada.

From: [Ontario Trillium Foundation](#)
To: [Cindy Pigeau](#)
Subject: Vignette | Ontario Trillium Foundation | February 2022 Newsletter
Date: Tuesday, January 25, 2022 9:01:09 AM

[View this e-mail in your browser](#)



IN THE FEBRUARY 2022 ISSUE

- [New grants awarded from the Community Building Fund – Capital Stream](#)
- [Application deadlines for 2022-2023](#)

- [A Grantee Impact Story](#)
- [New learning platform for Ontario's youth](#)
- [Non-profit sector reports](#)
- [ONN Resource Centre](#)
- [Stay Informed](#)

New Grants Awarded

A smiling boy holds holds a volleyball in gym class.



OTF is pleased to announce the grant recipients of the Community Building Fund – Capital Stream!

168 organizations are receiving a total of **\$46M** through the Community Building Fund - Capital Stream. This funding will ensure non-profit organizations, Indigenous communities

and Municipalities, can complete critical enhancements to their sport and recreation facilities that help address a variety of organizational and community needs.

[Learn more about the grants awarded](#)

Grant Application Deadlines for 2022-2023

OTF has published application deadlines for grant streams available in 2022-2023.

OTF will be offering Resilient Communities Fund, Capital and Youth Opportunities Fund grants to support non-profits, Municipalities, Indigenous communities, and grassroots groups as they rebuild capacity and meet the needs of their communities.

Resilient Communities Fund

April

- Application deadline: **April 6, 2022**, at 5 PM ET
- Organizations can start to apply on March 9, 2022

Information related to the April 6, 2022 deadline, which includes application and fund updates, will be available soon.

December

- Application deadline: **December 7, 2022**, at 5 PM ET

[Learn about the Resilient Communities Fund grants](#)

Capital grant

Application deadline: **August 3, 2022**, at 5 PM ET.

[Learn about Capital grants](#)

Youth Opportunities Fund

System Innovations grant:

- Application deadline: **September 20**, 2022

Youth Innovations and Family Innovations grant:

- Expression of interest deadline: **September 20**, 2022
- Application deadline: **December 7**, 2022

[Learn more about Youth Opportunities Fund grants](#)

A Grantee Impact Story

Sacred Water Circle c/o Green Communities Canada

Youth Opportunities Fund: Youth Innovations stream grant

Grant amount: \$70,000

Two Indigenous people stand on a dock, gazing out at a beautiful, untouched lake.

This project supported Indigenous youth in the Nogojiwanong community with increased knowledge and connection to local Indigenous culture and environment science, such as water protection. By connecting youth to elders, community leaders and environmentalists, they build the skills and knowledge needed to further their goals and gain employable opportunities.

As a result:

- 27 training events, workshops, and fieldtrips were held
- Youth were able to network with leaders in water-related fields
- All participants were offered employment, opportunities for public speaking engagements, and additional project opportunities

[Read the full impact story](#)

New Learning Platform for Ontario's Youth

The non-profit sector has a new learning platform for Ontario's youth! **Learn by YouthREX** offers a wide variety of accessible resources and services to support emerging needs of the youth sector. Resources include:

- professional development opportunities
- program design, planning and evaluation supports
- data visualization principles
- one on one supports for youth programs

[Discover the platform](#)

Non-profit Sector Reports

Child and youth well-being

The Community Child and Youth Well-being Survey is an opportunity to learn directly from young people about their own well-being and their experiences given the impacts of COVID-19. The survey has now been completed in Waterloo Region, Halton Region, Ottawa and the Tri-County Region of Nova Scotia. Results are available to inform conversations, decisions, services and programs to improve community life for and with children and youth.

Survey results:

UNICEF Canada has released the first in a five-part series of reports that shares selected findings from all the regions.

[Read the Data Brief #1:
How happy are kids in Canada?](#)

The Children and Youth Planning Table of Waterloo Region has also published its findings, which focuses specifically on the Waterloo Region.

[Read the 2021 Youth Impact Data Briefs.](#)

Supporting women-led social enterprises

[The Women of Ontario Social Enterprise Network](#) (WOSSEN) focuses on reimagining how supports and resources are provided to underrepresented and underserved entrepreneurs, specially women, non-binary, genderqueer, and Two-Spirit individuals.

The current social enterprise ecosystem lacks the skills, tools, business networks or funding models to meet the unique needs of this demographic. WOSSEN has release its interim report on challenges and successes in creating a more equitable and inclusive women's entrepreneurial ecosystem.

[Download the report](#)

Impact of COVID-19 on marginalized workers

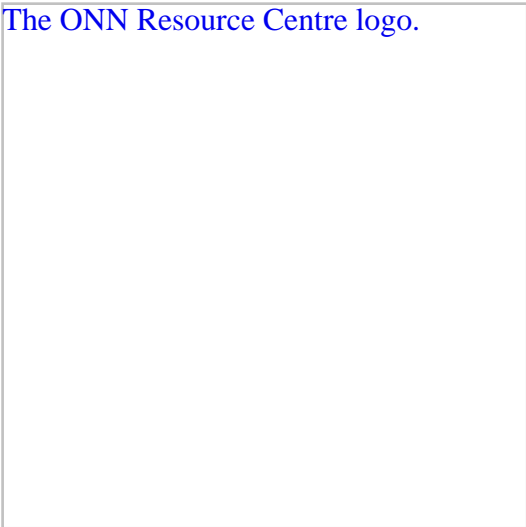
The [Canadian Centre for Policy Alternatives](#) has released a report that details how Indigenous and racialized people in Canada disproportionately felt the health and economic impacts of COVID-19. The report includes significant data about the labour market during the pandemic, and compares employment/unemployment rates between Indigenous, racialized and white households.

[Download the report](#)

ONN Resource Centre

The Resource Center provides a platform for people looking to build their organization, manage projects, and increase their impact - drawing on resources **produced by and for** Ontario's nonprofit sector.

The ONN Resource Centre logo.



Find resources and tools - and share yours!

Stay Informed

To help you stay informed, follow OTF on social media!

- Get the latest OTF news
- Stay current on upcoming granting programs
- Know what's available to support your organization and community



The Ontario Trillium Foundation is an agency of the Government of Ontario. The agency's primary funder is the Ministry of Heritage, Sport, Tourism and Culture Industries, in addition to investment from the Ministry of Children, Community and Social Services.

We recognize that our work, and the work of our grantees, takes place on traditional Indigenous territories across Ontario. We also wish to acknowledge that the Ontario Trillium Foundation's head office is located on the traditional Indigenous territory of the Huron-Wendat, Haudenosaunee, and most recently, the territory of the Mississaugas of the Credit First Nation.

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[HOME](#) > [RESOURCES](#) > **ASSET MANAGEMENT INSIGHTS PLANNING AND DECISION MAKING**

Asset management insights: Planning and decision-making

How infrastructure and financial planning lead to better decisions for your community



About this report

This report is the third in a series of updates on the progress being achieved by Canadian municipalities through FCM's Municipal Asset Management Program (MAMP). Each web-based report focuses on one of the five competencies from the [Asset Management Readiness Scale](#). The reports incorporate real examples of what communities are doing to improve their decision-making on infrastructure as well as information on tools communities can use to better manage their assets.

FCM's Municipal Asset Management Program (MAMP) helps municipalities improve their infrastructure planning, including tracking, maintaining, and replacing their municipal assets, like roads, drinking water and wastewater systems. As local governments better understand and plan for the infrastructure they own, they are better equipped to make long-term decisions for their community.

In this web-based report you'll discover what Canadian municipalities are doing to enhance their infrastructure planning and decision-making through improving their existing business operations.

How to plan for better infrastructure decisions?

The best way to improve your municipality's infrastructure decision-making is to develop and implement an **asset management plan** that *integrates with* your existing financial management and investment decision-making processes.

Through an asset management plan, you assess what assets your municipality owns to determine the services that they provide and their forecasted financial needs. This information allows your council and

staff to evaluate your infrastructure investment priorities, to set operational and capital budgets based on criteria that respond to both immediate and long-term needs.

Communities with a long-term financial plan that is connected to their asset management plan empower their council to make decisions based on the knowledge of scheduled costs and impacts to financials in the present and future.

Making data-driven decisions in Quispamsis



How an asset management plan benefits your community



Sound asset management plans are based on consistent, informed analysis of the data that your community has about its assets. Projects funded by MAMP show a direct correlation between the competencies of data and information, and of planning and decision-making.

A good asset management plan helps you operationalize actual asset information. This means decisions to repair or replace are based on known and documented factors, such as a condition inspection report, the asset's maintenance history, and the date of installation.

A good plan also establishes levels of service – the quality and consistency of each asset type provided to the community. The plan should consider risks of an interruption in services, and address both short- and long-term investment needs to maintain assets in high-performing condition. Finally, a good plan should be updated on an ongoing basis, as part of a municipality's regular business.

Through evaluating your asset inventory and condition information, agreeing on your community's needs, and setting priorities for what to

do and when, you lay the foundation for a successful asset management plan.

In this way, an asset management plan ensures your municipality:

- Makes informed, evidence-based and defensible financial decisions about its assets
- Identifies infrastructure and service level choices and costs for the short and long-term
- Recognizes where it can optimize capital budgets through maintenance
- Has a clear vision and approach for its infrastructure even when there is staff turnover
- Limits and understands its risks for critical infrastructure

What are Canadian municipalities doing to improve their infrastructure and financial planning?

Since 2017, 227 of MAMP's municipal grant recipients worked on a long-term financial plan for their assets' complete life cycle. The needs come from estimating what needs to be done and when. Sources of funding are identified to ensure that these repair and replacement costs are covered, through time.



457*

Asset management plans

*Some municipalities complete more than one plan, opting to develop a separate plan for each



75**

Council approvals of asset management plans

**Some municipalities choose to have their asset management

asset class as a way to get started.

plans approved by council; while others choose to ask council to receive or endorse their reports.

Rosemère's asset management plan brings staff and council together on key decisions

+

Which municipalities benefit the most from working on their planning and development?

Based on our data, while most municipalities benefit from asset investment planning, municipalities of less than 5,000 population (72%) and those with fewer than 5 municipal employees (53%) benefit most positively. Working on a financial plan and asset management plan yields quick returns for smaller communities. This is demonstrated through movement by at least one level on our FCM's [Asset Management Readiness Scale](#).

Measures of success

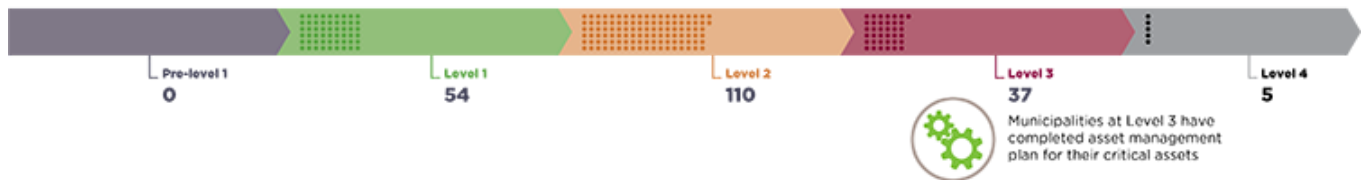
Below are graphs demonstrating where communities who made progress in this competency rated their planning and decision-making activities on the asset management readiness scale before and after participating in MAMP activities.

Of the 206* of municipalities that improved on the scale:

Level on scale *before* starting a MAMP-funded project:



Level on scale *after* completing a MAMP-funded project:



Municipalities at Level 2 have drafted an asset management plan for some asset classes. Municipalities at Level 3 have completed asset management plan for their critical assets

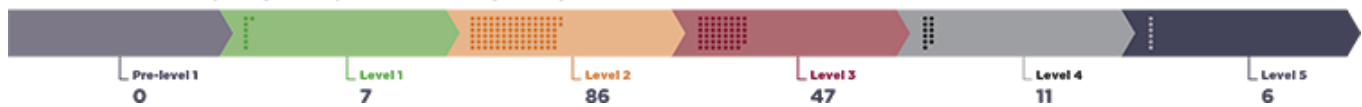
*total 99% because of rounding

Of the 157 municipalities that improved on the scale:

Level on scale *before* starting MAMP partner-led training activity:



Level on scale *after* completing MAMP partner-led training activity:



Unless specified, data provided about MAMP is cumulative from May 2017-April 2021.

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Dunnottar’s asset management plan is creating a sustainable future

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Download the guide now and see how this tool can help your municipality get started on building asset management practices.

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Asset

Course: The

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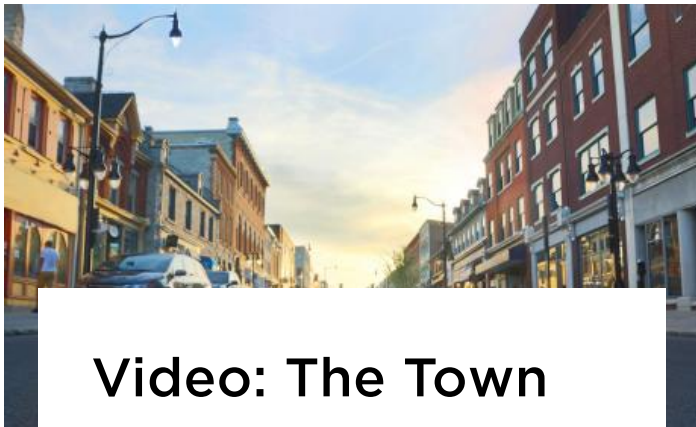
Check out this toolkit dedicated to helping municipalities develop an asset management plan.

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essentials of a successful municipal asset management plan

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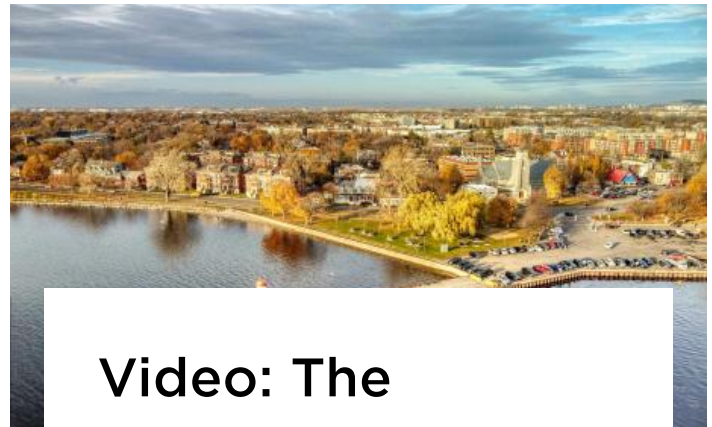
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Video: The Town of Bracebridge's asset management success

By embracing asset management, the Town of Bracebridge is able to keep infrastructure assets in good condition and ensure the delivery of key services.

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January 25, 2022

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

sent via email: premier@ontario.ca

Re: Funding Support for Infrastructure Projects – Bridge/Culvert Replacements in Rural Municipalities

Dear Premier:

At the last regular Council meeting held January 12th, 2022, the following resolution was passed:

“RESOLVED that the Council of the Corporation of the Township of Adjala-Tosorontio supports the requests from the Township of Adelaide-Metcalfe, the Township of Lake of Bays, the Township of Amaranth and Northumberland County for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.

AND FURTHER THAT this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO, and all Ontario municipalities.”

Sincerely,

Dianne Gould-Brown

Dianne Gould-Brown, CMO
Municipal Clerk

cc:

Hon. Peter Bethenfalvy, Ontario Minister of Finance
Hon. Chrystia Freeland, Federal Minister of Finance
AMO
All Ontario Municipalities

minister.fin@ontario.ca
chrystia.freeland@fin.gc.ca
amo@amo.on.ca



Canada



January 25, 2022

Cindy Pigeau
Clerk/Treasurer
Municipality of Calvin
clerk@calvintownship.ca

Dear Ms. Pigeau:

Strengthening the agriculture and agri-food sector is critical to Canada's economic growth. In partnership, the Governments of Canada and Ontario are working to deliver the greatest benefits for farmers, food processors and Canadian families.

As part of these ongoing efforts, we would like to share with you that today we are boosting the per claim administration payment amount provided to municipalities through the Ontario Wildlife Damage Compensation Program (OWDCP).

We understand the important role OWDCP plays in supporting farmers by providing compensation when their livestock and/or poultry has been injured or killed by wildlife, and to beekeepers whose beehives, bee colonies and related equipment are damaged by wildlife.

Municipalities are valued partners in delivering the OWDCP, and we appreciate your commitment to administering this program. In recognition of the crucial role municipalities play, the payment amount provided to municipalities will increase to \$50 per application, from the previous \$30, for any application with an injury/kill date of February 1, 2022 onwards. This increase recognizes that municipalities' incremental costs of program delivery have increased because of changes made over the past few years to strengthen the program.

To ensure a smooth transition date, February 1, 2022, municipalities will be able to begin accessing the increased payment amount through OWDCP. This coming into force date will also ensure a smooth transition, as well as minimize any potential errors in payments or financial reporting.

This timely investment will help to sustain one of the business risk management supports that our livestock farmers count on to do the invaluable work that they do in supplying safe, high-quality food for the people of the province.

.../2

This initiative builds on other supports extended to the province's agricultural sector to protect its progress as we move forward during the COVID-19 pandemic.

We would like to recognize Mayor Kevin Holland, of the Township of Conmee, who has advocated for these improvements during meetings of the Association of Municipalities of Ontario (AMO).

Updated program guidelines are available at www.ontario.ca/predation. Should you have any questions, please contact wildlife.damage@ontario.ca.

Sincerely,



Marie-Claude Bibeau
Federal Minister of Agriculture
and Agri-Food



Lisa M. Thompson
Ontario Minister of Agriculture,
Food and Rural Affairs

From: [ca.office \(MECP\)](#)
Subject: Regulatory and Policy Proposals under the Conservation Authorities Act – Ministry of the Environment, Conservation and Parks
Date: Wednesday, January 26, 2022 11:40:21 AM
Attachments: [image001.png](#)

**Ministry of the Environment,
Conservation and Parks**
Conservation and Source
Protection Branch
14th Floor
40 St. Clair Ave. West
Toronto ON M4V 1M2

**Ministère de l'Environnement, de la
Protection de la nature et des
Parcs**
Direction de la protection de la nature
et des sources
14^e étage
40, avenue St. Clair Ouest
Toronto (Ontario) M4V 1M2



Our government is committed to ensuring that conservation authorities are focused on helping protect people and property from natural hazards, the conservation and management of conservation authority-owned lands, and their roles in drinking water source protection.

To implement recent changes made to the *Conservation Authorities Act (CAA)*, three new regulations were filed on October 1, 2021 as part of the first phase of regulations. These regulations set out details of the new framework for programs and services that support the core mandate of conservation authorities and consolidated the 'conservation area' regulations.

Building on that progress and to support a smooth transition by conservation authorities to the new funding framework by January 1, 2024, the second phase of regulatory and policy proposals have been posted for consultation on the Environmental Registry of Ontario ([notice number 019-4610](#)). The government is making these proposals to improve overall governance, oversight, transparency, and accountability of conservation authority operations, and the proposals include municipal levy provisions, proposed budget process, and classes of programs and services for which conservation authorities can charge a fee.

The government is proposing regulations and a policy that would include:

- Details, through a Lieutenant Governor in Council regulation, governing the apportionment by conservation authorities of their capital costs and operating expenses to be paid by their participating municipalities through municipal levies, as well as related conservation authority budgetary matters, including requirements that conservation authorities distribute their draft and final budgets to relevant municipalities and make them publicly available – i.e. 'Municipal Levies regulation';
- Details, through a Minister's regulation, governing the methods available for CAs to determine costs specified municipalities may need to contribute for the authority's mandatory programs and services under the *Clean Water Act, 2006*,

and the *Lake Simcoe Protection Act, 2008* – i.e. ‘Determining Amounts Owed by Specified Municipalities regulation’;

- Classes of programs and services, through a Minister’s published list, in respect of which a conservation authority may charge a user fee – i.e. ‘Fee Classes Policy’, and
- Requirements to increase transparency of authority operations.

The ministry will be hosting a webinar focused for municipalities and municipal associations, as well as general webinars, to provide an overview of the proposals and answer any technical questions you may have about the proposals. Please distribute this email to relevant municipal staff. These webinars will take place on the dates and times listed below:

- Municipalities Focused Webinar: February 8, 2022, 2:00 p.m. – 3:30 p.m.
- Webinar Session 1: February 4, 2022, 10:00 a.m. – 11:30 a.m.
- Webinar Session 2: February 10, 2022, 10:30 a.m. – 12:00 p.m.

If you wish to attend a webinar, please register by emailing ca.office@ontario.ca with the subject line “CAA Phase 2 Webinars” and indicate your preferred session date. You will receive a reply to your email with information on how to join.

Thank you in advance for your input. You can reach the Conservation Authorities Office at ca.office@ontario.ca if you have any questions.

Sincerely,

Kirsten Corrigan
Director, Conservation and Source Protection Branch



NOMA, FONOM, and NOSDA met jointly with government at ROMA to discuss the Mental Health, Addictions, and Homelessness Crisis in the North

For release: January 26, 2022

The Northwestern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM), and the Northern Ontario Service Deliverers Association (NOSDA) jointly discussed the crisis of Homelessness, Mental Health, and the Opioid Crisis with the Provincial Government yesterday at the ROMA Conference. NOMA President Wendy Landry, FONOM President Danny Whalen, and NOSDA Chair Michelle Boileau shared with the six Provincial Ministers, Associate Minister, and two Parliamentary Assistants the experiences in our communities. Danny Whalen commented, **“having the three organizations coming together today with over 20 individuals represented on the call shows just how important this is and the need to address these issues in the North.”**

The three organizations shared with government a research paper written by the Northern Policy Institute titled “Solving the Homelessness, Mental Health and Addictions Crisis in the North”. This paper provided 8 recommendations: provide long-term funding for capital repairs on community-housing units, amend the Health Protection and Promotion Act, 1990 to define a ‘Northern Service Hub’ and provide additional funding to these hubs, establish a joint taskforce to collect data and intelligence on the underlying and systematic retention issues of healthcare professionals in Northern Ontario, support new and existing ‘Housing First’ programs, support new and existing Indigenous culturally sensitive community-housing facilities, establish a ‘Northern Mental Health and Addictions Centre of Excellence’ to address the unique challenges of service and program delivery in Northern Ontario, contract a third-party operator for interfacility patient transfers to relieve the workload of paramedics, and establish mandated Mobile Crisis Intervention Teams in municipalities throughout Northern Ontario.

President Wendy Landry commented **“it is important to take an all of government approach, to manage and find made in the North solutions to the Mental Health and Addictions Crisis”**. Michelle Boileau 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.”**

The three organizations shared personal experiences from their own communities to paint a picture of what the mental health, addictions, and homelessness crisis looks like and how it is affecting people in every community across Northern Ontario. We are greatly appreciative of all the hard work and funding the government has given to help those in the North get the support they need but much more work is needed to ensure every person is receiving the best level of service regardless of where they live.

FONOM President
Danny Whalen
705-622-2479

NOMA President
Wendy Landry
807- 626-6686

NOSDA Chair
Michelle Boileau
705-465-5026

Executive Summary

Urgent action is required to address the homelessness, addiction, and mental health crisis in Northern Ontario. 2021 homeless enumeration data shows that Sault Ste. Marie, and the Districts of Kenora, Nipissing, and Cochrane have larger homeless populations than the five largest municipalities in Ontario. In fact, Thunder Bay and the District of Cochrane have more than double the homeless populations of Ottawa, Hamilton, and Waterloo, respectively. More astonishing is the growing number of people struggling with opioid addiction in Northern Ontario. Extreme spikes in opioid-related emergency department (ED) visits and deaths in most northern Public Health Units shows 2020 to be the most tragic and deadliest year yet of the opioid crisis. The growing number of people struggling with homelessness and addiction in Northern Ontario strongly indicates that there is also a mental health crisis amongst vulnerable populations. This paper also finds that the mental health crisis is not merely restricted to vulnerable populations in the North, but rather that Northern Ontarians in general are experiencing poorer mental health than Ontarians in the rest of the province.

As the homelessness, addiction and mental health crisis worsens in Northern Ontario, it is clear that current services and programs are not adequately meeting the needs of northern communities. As the ones 'on the ground', municipal governments face tremendous pressure from their tax-bases to solve homelessness, addiction, and mental health issues in their community but are restricted by tight budgets. A collaborative approach ought to be taken by the federal, provincial, and municipal governments in order to solve these issues. In particular, there is opportunity for the provincial government to support existing community-led services and programs which align with commitments already made by the provincial government in the 'Roadmap to wellness'. Provincial support for existing services and programs is an 'easy win' for all levels of government against the homelessness, addiction, and mental health crisis.

This paper identifies eight strategies governments can take to improve the homelessness, addiction, and mental health crisis in Northern Ontario. Those strategies are:

1. Provide long-term funding for capital repairs on community-housing units
2. Amend the *Health Protection and Promotion Act, 1990* to define a 'Northern Service Hub' and provide additional funding to these hubs
3. Establish a joint taskforce to collect data and intelligence on the underlying and systematic retention issues of healthcare professionals in Northern Ontario
4. Support new and existing 'Housing First' programs
5. Support new and existing Indigenous culturally sensitive community-housing facilities
6. Establish a 'Northern Mental Health and Addictions Centre of Excellence' to address the unique challenges of service and program delivery in Northern Ontario
7. Contract a third-party operator for interfacility patient transfers to relieve the workload of paramedics
8. Establish mandated Mobile Crisis Intervention Teams (MCIT) in municipalities throughout Northern Ontario

This paper provides evidence that these strategies are highly effective and economically viable ways to reduce the number of people struggling with homelessness, addiction, and mental health issues in Northern Ontario.

Solving the Homelessness, Addiction and Mental Health Crisis in the North

Introduction

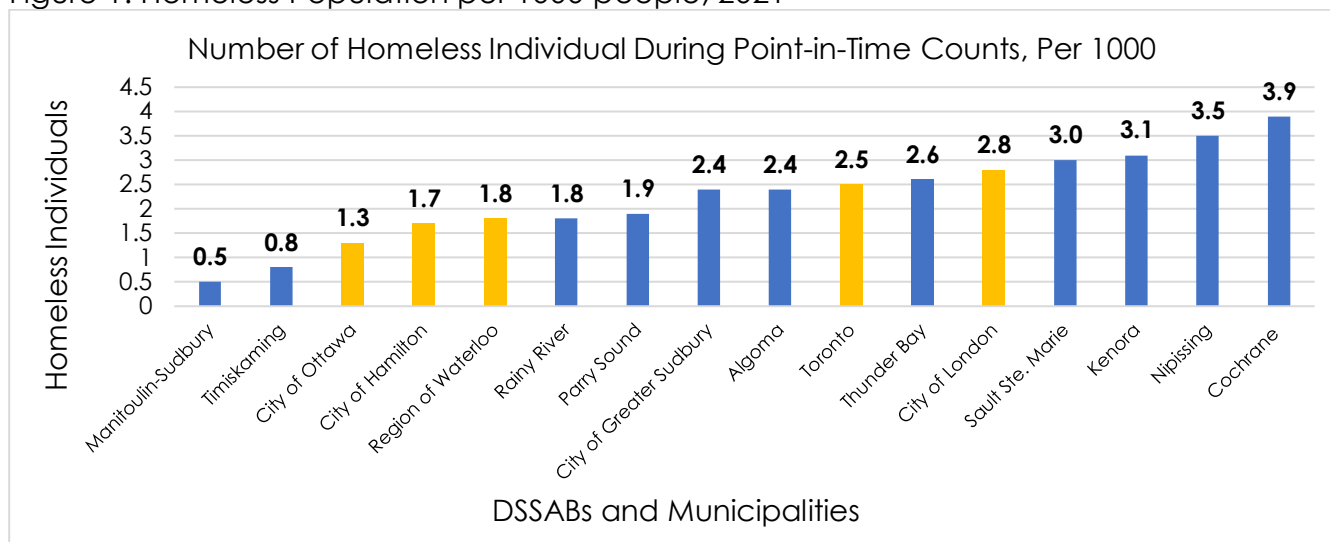
Northern Ontario is experiencing a homelessness, addiction, and mental health crisis. While these issues are not new in the North, significant gaps in health services around homelessness, addiction, and mental health have exacerbated the crisis. The growing number of Northerners suffering from homelessness, addiction, and mental health issues have ignited robust discussions at the provincial and municipal level around strategies to address service gaps. In 2019, the Association of Municipalities Ontario (AMO) published three detailed reports on homelessness, addiction, and mental health in Ontario, outlining recommendations for all levels of government. In March 2020, Ontario's provincial government published the *Roadmap to wellness*, introducing a new plan for the mental health and addiction service system (Government of Ontario, 2021c). Not long after, Ontario's Big City Mayors (OBCM) published a report calling on provincial and municipal governments to act boldly to address service gaps and vocalized their support for the *Roadmap to wellness* (OBCM, 2021). Later in 2021, Northern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM) and Northern Ontario Service Delivery Association (NOSDA) collaborated with municipal governments to draft a multi-ministry delegation package for mental health, addictions, and housing. This flurry of coordinated activity from municipal actors is indicative of the seriousness of the homelessness, addiction, and mental health crisis in the North.

This commentary seeks to further the coordinated efforts of municipal actors by offering timely data that supports highly effective strategies that governments can take to address this crisis. This commentary will start with an overview of the homelessness, addiction, and mental health crisis, followed by a brief explanation of the role and responsibilities of provincial and municipal governments. Roles and responsibilities of provincial and municipal governments will be discussed to provide context for the recommended strategies provided in the third section of this commentary.

The Homelessness, Mental Health and Addiction Crisis in the North

Section 19.1 of the *Housing Services Act, 2011* requires service managers – or District Social Service Administration Boards (DSSABs) in the North – to conduct detailed enumerations of their homeless populations every two years beginning in 2018. Homeless enumerations offer important insight on the characteristics and needs of homeless populations in specific communities and regions. Figure 1 shows that Sault Ste. Marie and the Districts of Kenora, Nipissing, and Cochrane¹ have higher homeless populations than the five largest municipalities in Ontario. With the largest homeless population in Northern Ontario, the District of Cochrane has more than double the homeless populations in Ottawa, Hamilton and the region of Waterloo.

Figure 1. Homeless Population per 1000 people, 2021²



Source: Author's calculations from 2021 enumeration reports from DSSABs and municipalities, and Statistics Canada census district population projections.

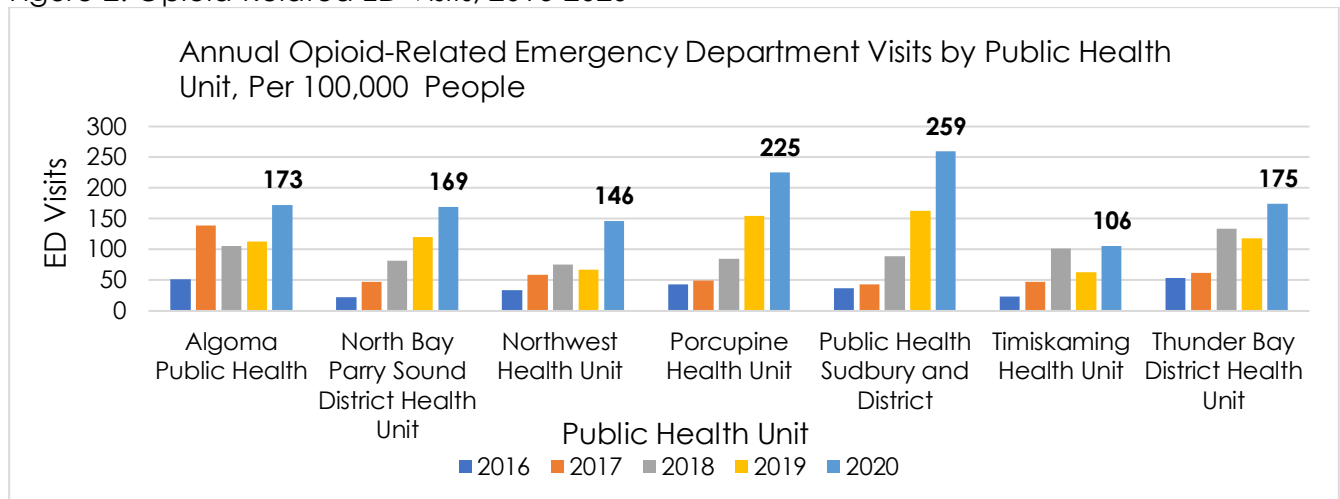
¹Raw homeless enumeration data was provided by DSSABs and the City of Greater Sudbury. This data did not specify the communities in which homeless enumerations were conducted. Thus, it is assumed that homeless enumeration data represents entire DSSAB service areas. Where DSSAB service boundaries align with Census District boundaries – Cochrane, Kenora, Nipissing, Parry Sound, Rainy River, Thunder Bay and Timiskaming – DSSAB service areas will be referred to as 'the District of'. The service area of Sault Ste. Marie DSSAB will be referred to as simply 'Sault Ste. Marie'. The service area of Sudbury-Manitoulin DSSAB will be referred to as simply 'Sudbury-Manitoulin'. The service area of Algoma DSSAB will be referred to 'the District of Algoma', but notably and unlike the Census District of Algoma, this paper excludes the City of Sault Ste. Marie when referring to 'the District of Algoma'. As Greater Sudbury is a single-tier municipality with a Consolidated Municipal Service Manager, it is referred to as simply 'the City of Greater Sudbury'.

² Southern Ontario cities and regions included in Figure 1 were chosen based on available data from 2021 Enumeration Reports at the time of the publication of this paper. 2021 Homeless Enumeration data was unavailable for the district of Thunder Bay.

Moreover, Sault Ste. Marie and Thunder Bay DSSABs – the only two DSSABs that completed a point-in-time (PiT) count in a previous year³ – reported an astonishing growth of homeless populations within their service area boundaries. Between 2016 and 2018, Sault Ste. Marie reported a 70 per cent increase in the city's homeless population, with a 58 per cent increase between 2018 and 2021 alone. In the District of Thunder Bay, the homeless population increased by 50 per cent between 2016 and 2018.

There is also a growing number of people struggling with addiction in Northern Ontario. As seen in Figures 2 and 3, 2020 was the most tragic and deadly year of the opioid crisis in the last five years. Between 2016 and 2020, opioid-related ED visits increased by an astonishing 695 per cent in the Porcupine Health Unit; 616 per cent in the North Bay Parry Sound District Health Unit; 522 per cent in the Public Health Sudbury and District, and 355 per cent in Thunder Bay District Health Unit (Public Health Ontario, 2021)⁴. At the lower end of the spectrum, all other northern Public Health Units still more than doubled their 2016 amounts in 2020⁵.

Figure 2. Opioid-Related ED Visits, 2016-2020



Source: Public Health Ontario Interactive Opioid Tool, 2021.

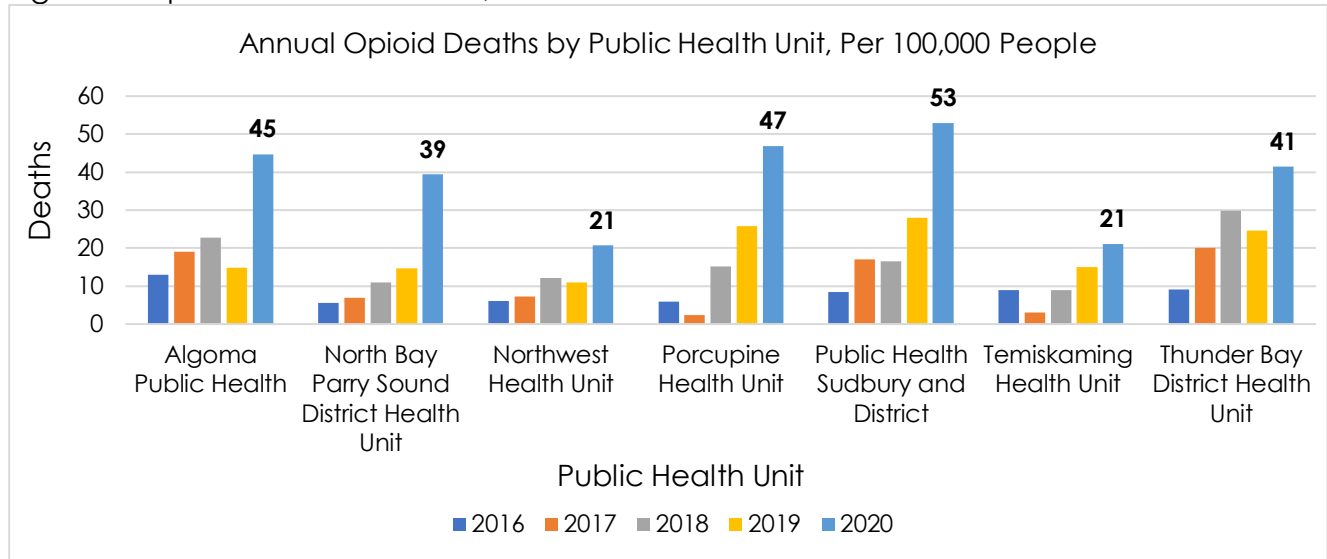
³ Prior to 2020, municipalities could choose from three methods to conduct their homelessness enumerations: a PiT count, a period prevalence count, or a combination of the two. Due to the logistical challenges of conducting homelessness enumerations in large, sparsely populated districts, most DSSABs opted to conduct period prevalence counts or a combination of the two. According to Employment and Social Development Canada, "results from various communities show that period prevalence counts enumerate between 3 and 10 times as many people as point-in-time counts". Therefore, data collected by period prevalence counts in 2018 is inconsistent with data collected by PiT counts in 2021.

⁴ N.B. Public Health Unit have custom service area boundaries that do not align geographically with DSSAB boundaries

⁵ While Renfrew County and District Health Unit partially covers territory in Ontario's central, western and northern regions, it has been omitted from this commentary as the majority of the population within this public health unit is situated on territory outside of the political borders of Northern Ontario as defined by the Province of Ontario.

Corresponding with opioid-related ED visits, opioid-related deaths increased significantly in every northern Public Health Unit between 2015 to 2020. Importantly, Figure 3 shows an extreme spike in opioid-related deaths in 2020 compared to 2019. Opioid-related deaths increased by 200 per cent in Algoma Public Health Unit and 168 per cent in North Bay Parry Sound District Health Unit **in a single year**.

Figure 3. Opioid-Related Deaths, 2016-2020

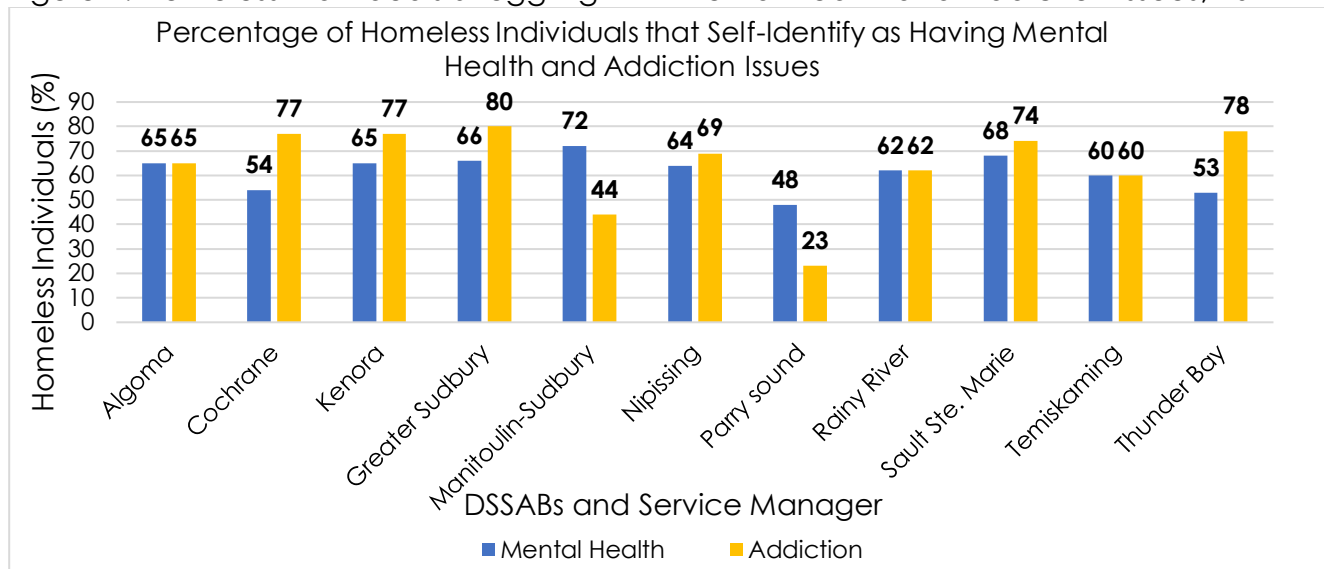


Source: Public Health Ontario Interactive Opioid Tool, 2021.

The growing number of people struggling with homelessness and addiction in Northern Ontario are strong indicators that there is also an ongoing mental health crisis. While mental health issues do not always lead to homelessness or addiction, or vice-versa, an abundance of research literature from organizations such as the Canadian Mental Health Association (CMHA) and the World Health Organization shows homelessness, addiction, and mental health to be interconnected, and part of a larger, multifaceted socio-economic issue. As such, homeless populations are disproportionately affected by mental health and addiction. Figure 4 shows that a staggering 72 per cent of homeless individuals in Manitoulin-Sudbury suffer from mental health issues, followed by 68 per cent in Sault Ste. Marie, and 66 per cent in the City of Greater Sudbury. In the City of Greater Sudbury, 80 per cent of the homeless population suffer from addiction, followed

by 78 per cent in the District of Thunder Bay, and 77 per cent in the Districts of Cochrane and Kenora.

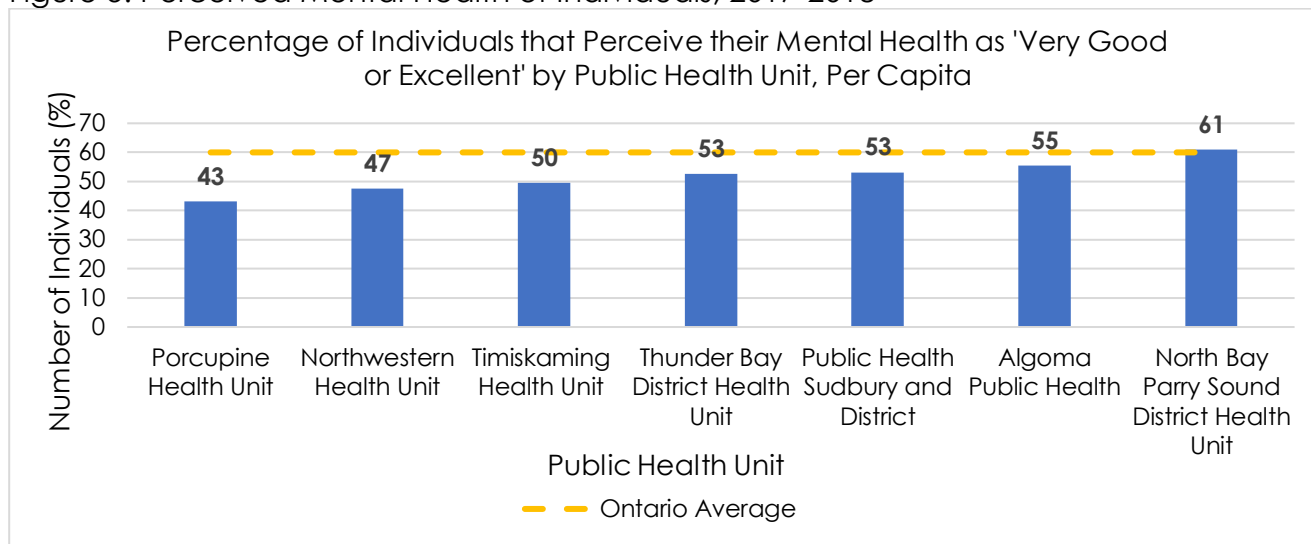
Figure 4. Homeless Individuals Struggling with Mental Health and Addiction Issues, 2021



Source: 2021 enumeration reports from DSSABs and City of Greater Sudbury.

Of course, it must be noted that mental health issues are not merely restricted to homeless individuals, but rather, affect the general population in Northern Ontario. CMHA found that Northern Ontarians self-reported higher rates of depression than the provincial average (CHMA 2009, 2), while Figure 5 shows that the number of Northern Ontarians who perceived their mental health as 'very good or excellent' is below the provincial average, except in North Bay Parry Sound District Health Unit. This data suggests there is a need from many community members in the North for mental health services and programs.

Figure 5. Perceived Mental Health of Individuals, 2017-2018



Source: Author's calculations from Statistics Canada health characteristics, two-year period estimates, and Census Profiles, Public Health Units, 2016 Census.

The Role and Responsibility of Government

The Constitution Act, 1867, as well as federal and provincial legislation and jurisprudence, define the role and responsibilities of all levels of governments regarding homelessness, addiction, and mental health issues. In terms of homelessness, the *Housing Services Act, 2011* states that the role of the provincial government is to provide general oversight and policy direction for “community-based planning and delivery of housing and homelessness services” (Government of Ontario, 2021b). More specifically, the provincial government is required to “assess current and future local housing needs, plan for local housing and homelessness services to address needs, and measure and report on progress” (Government of Ontario, 2021d). Furthermore, Article 92, Section 7 of the *Constitution Act, 1867* assigns the responsibility of public health to provincial governments. As homelessness, addiction and mental health **all** fall within the domain of public health, provincial governments are responsible for “developing and enforcing legislation, regulation, standards, policies and directories” to solve these issues (Public Health Ontario, 2020).

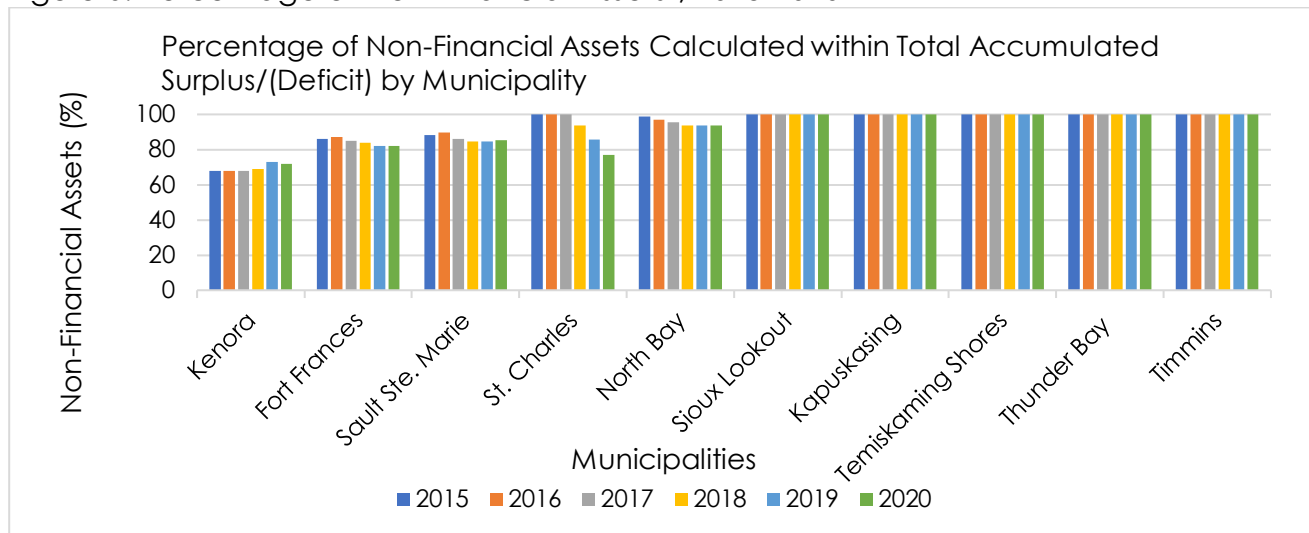
Municipal governments in Ontario play a unique role in community-housing – housing that is owned, operated and subsidized by non-profit organizations, municipal governments or DSSABs for low-income individuals or families (Government of Ontario, 2021a) – compared to the rest of the country. Since community-housing was downloaded from the province in 2001 and 2002, municipal governments act as local planning authorities, administrators of local community housing systems, and funders of housing benefits and rent (Government of Ontario, 2021d). In Northern Ontario, DSSABs – and Consolidated Service Manager in the City of Greater Sudbury – are responsible for the development of housing stock and the delivery of homelessness prevention programs (AMO 2019c, 10). DSSABs must outline their housing strategy in a ten-year housing and homelessness plan, and this plan must include strategies that address the housing needs of communities and that are in-line with provincial priorities (AMO 2019c, 11).

For health care and public health services, the role of municipal governments is as the employer for health services and funding partners to the provincial government (AMO 2019b, 15). Under the *Health Protection and Promotion Act, RSO, 1990*, provincial and municipal governments are required to cost-share the financial burden of health services, with the provincial government covering 75 per cent of service fees and municipal governments covering the remaining 25 per cent (AMO 2019b, 15). Municipal governments also support Public Health Units by providing a local lens to view policies and services (AMO 2019b, 15).

Despite well-defined roles of governments in Canada, as the ones 'on the ground', municipal governments face extraordinary pressure from their tax-bases to solve homelessness, addiction, and mental health issues in their community. Some municipalities have contributed additional funds to address homelessness, addiction, and mental health, but many more municipalities in Northern Ontario do not have the fiscal capacity to do so. Tight budgets leave little – or nothing – left-over for municipalities to spend on additional services and programs.

Figure 6 shows the percentage of non-financial assets accounted for within municipal budget surpluses. Where the percentage of non-financial or physical assets such as hospitals, schools, and community-housing are equal to 100, the municipality is experiencing a major cash deficit as 100 per cent of their surplus represents their physical assets rather than available cash funds. Importantly, Figure 6 shows that many municipalities in Northern Ontario do not have the available cash – despite budget surpluses on paper – to spend appropriately on homelessness, addiction, and mental health.

Figure 6. Percentage of Non-Financial Assets⁶, 2015-2020



Source: Author's calculations of Net Financial Assets, end of year, total non-financial assets, and total accumulated surplus/(deficit) from municipal Financial Information Returns.

Budget shortfall is part of a complex economic issue for many municipalities in Northern Ontario. Rural and remote municipalities do not have the fiscal capacity to generate large amounts of municipal revenue due to small tax bases, nor do they benefit from the efficiency of scale. Furthermore, important factors such as population totals, population density, diminishing subsidies for rural areas and the number of service providers impact the cost-of-service delivery (Rizzuto 2020, 18).

⁶ Municipalities represented in Figure 6 were chosen as a representative sample size to describe the general fiscal capacity of municipalities in Northern Ontario

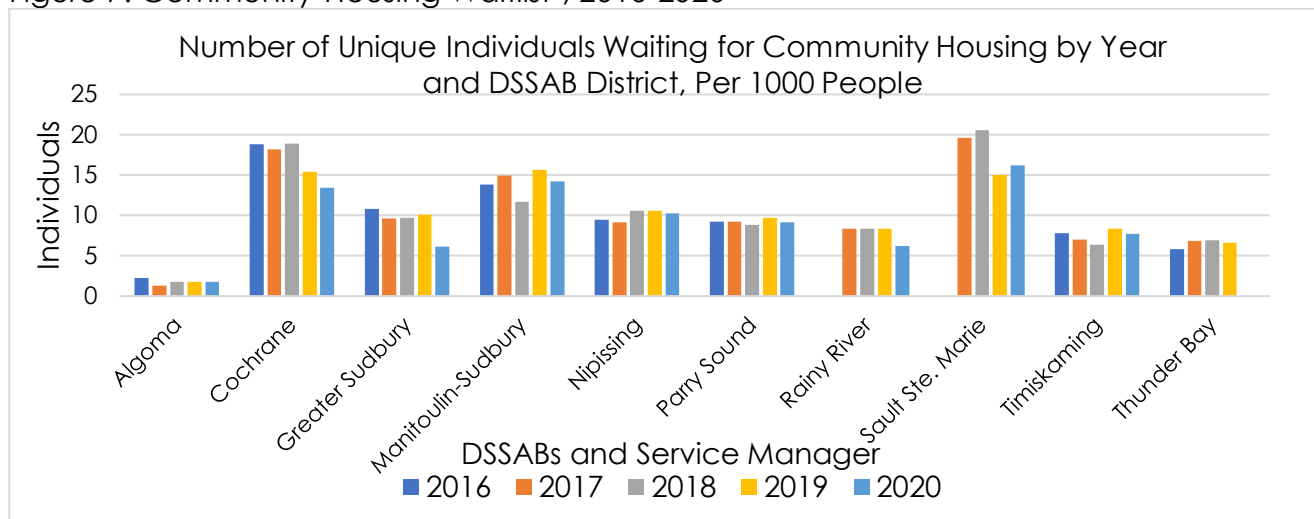
Service Gaps and Policy Strategies

The current – and worsening – homelessness, addiction, and mental health crisis in Northern Ontario indicates that existing policies, services, and programs do **not** meet the needs of northern communities. The following section identifies eight evidence-driven strategies that governments can take to improve the homelessness, addiction, and mental health crisis in Northern Ontario.

1. Community-Housing Waitlists

A shortage of community-housing has contributed to the growth of the homeless population in Northern Ontario (AMO 2019c, 5). Figure 7 shows long and stagnated waitlists for community-housing in the North.

Figure 7. Community-Housing Waitlist⁷, 2016-2020



Source: Author's calculations from direct outreach to DSSABs and the City of Greater Sudbury, and Statistics Canada Census Division Population Projections for the corresponding years.

Much of the community-housing shortage can be attributed to the depletion of existing stock that is between 40 and 60 years old, and overdue for routine maintenance and repair (AMO 2019c, 23). As DSSABs struggle financially to keep up with the growing

⁷ Community-housing waitlist data not available for the District of Kenora.

backlog of capital repairs, much needed community-housing units are left vacant despite the growing demand (AMO 2019c, 24).

The most time-effective and financially responsible way to address the shortage of community-housing in Northern Ontario is by maintaining and repairing the existing housing stock (AMO 2019c, 23). When the province downloaded community-housing to municipalities, however, the transfer was completed without a corresponding transfer of adequate reserve funds for current and projected future capital repairs (AMO 2019c, 24). While DSSABs do not have the fiscal capacity to properly address the backlog of capital repairs, federal and provincial governments do *and should*. Long-term funding for capital repair should be delivered from the federal and provincial governments to DSSABs to address this long-standing problem. Ideally, funding should span over a 10-year period so DSSABs can incorporate their strategy in their 10-year housing and homelessness plans, and provide an update on progress in their 5-year review report (AMO 2019c, 24).

2. Migration to Service Hubs

Service hubs in Northern Ontario face unique challenges in terms of their homeless population: the in-migration of people from surrounding rural and remote communities to access employment, education, and social and health services that do not exist in their community. Removed from their familiar environments and support systems, migrants often find themselves without the financial means to support themselves or return to their communities and, thus, become dependent on emergency shelters and other social services. This in-migration of vulnerable people applies pressure to “the housing stock, the homeless shelters, and the social services as a whole” in service hub communities (KDSB 2014, 8). The Districts of Kenora and Cochrane are particularly impacted by this migration trend as the District of Kenora includes 40 First Nations and a large unincorporated area, while the District of Cochrane includes seven First Nations, three unincorporated areas, and the only railway connection to the James Bay coast. In 2018, Thunder Bay DSSAB reported that 62 per cent of their homeless population within their service boundaries were migrants from surrounding areas (TBDSSAB 2018, 5).

Case Study: Sioux Lookout

Sioux Lookout, also known as “the Hub of the North”, is a major service hub in the District of Kenora. Sioux Lookout Meno Ya Win Health Centre, a regional hospital and extended care facility, services the towns of Sioux Lookout, Pickle Lake, Savant Lake and 28 First Nations (Meno Ya Win Health Centre, 2021a). Collectively, Meno Ya Win provides health services for a population of 30,000, dispersed over 385,000 square kilometers (Meno Ya Win Health Centre, 2021b). Meno Ya Win and Sioux Lookout’s Out of the Cold Emergency Shelter, both which services roughly the same area and communities, are significantly under-resourced for the population size they serve (Municipality of Sioux Lookout 2021, 20). Currently, the William “Bill” George Extended Care Unit operates with 20 beds, amounting to one bed per 1,500 people. In 2019, 768 unique individuals slept at the Out of the Cold Emergency Shelter – amounting to 15 per cent of Sioux Lookout’s population – for a total of 5,000-person night stays annually (Municipality of Sioux Lookout 2021, 20). If this ratio was true for Toronto, it would mean 439,500 unique individuals stayed at an emergency shelter in one year, compared to the *actual* amount of 3,876 unique individuals (City of Toronto 2018, 7). Of course, it’s not accurate to say 15 per cent of Sioux Lookout’s population stayed at the emergency shelter, but rather it was mix of migrants from within the District of Kenora and residents of the town.

To ensure service hubs in Northern Ontario have adequate resources for their service area, an amendment could be made by the provincial government to the *Health Protection and Promotion Act, 1990*. This amendment should define a ‘Northern Service Hub’ and mandate the provincial government to provide additional support to these communities through reserve funds or the like.

3. Medical Professionals

According to a report from CMHA, titled ‘Rural and Northern Community Issues in Mental Health’, Northern Ontarians are disadvantaged by “limited availability and access to primary health care, specialists, hospitals and community services and supports” (CMHA 2009, 3). In 2010, the publication date of this report, CMHA identified 34 northern

communities considered by the Ministry of Health and Long-Term Care (MOHLTC) to be 'an area of high physician need'. As of December 2021, this list has grown to **163** northern communities, encompassing the **entirety** of Northern Ontario (MOHLTC, 2021). The MOHLTC bases this list on a variety of compelling factors including "long-standing challenges in recruiting and retaining physicians, low health care provider-to-population ratios, travel time to reach service providers, and local demand for services" (CHMA 2009, 3). The scarcity of general physicians in the North acts as a major barrier to the establishment of necessary addiction and mental health services, such as medical detox centres and treatment facilities (Turner, 2021). Northerners struggling with addiction are often sent to treatment facilities in Thunder Bay, Winnipeg or Southern Ontario, separating them from their support systems and setting them up to fail (Turner, 2021).

The European Union faces many similar challenges to Northern Ontario and Canada when it comes to the shortage of health care workers. All member-states expressed serious concern around the sustainability and robustness of their health sectors due to demographic shifts, increased demand for services, an aging workforce, and recruitment and retention of health care workers (JAHWF 2016, 2). To enable strategic planning and informed decision making, the EU established the 'Joint Action Health Workforce Planning and Forecasting' (JAHWF). JAHWF is a three-year project mandated to collect intelligence and data of health sectors in the EU by "monitoring timely data, identifying mobility trends, estimating future skills and competencies that health workers will need, encouraging cooperation to find possible solution on expected shortages, and health workforce planning and forecasting on policy decision making" (Nordic Council of Ministries 2014, 36). By conducting research on the most advanced planning methodologies, JAHWF has enabled two pilot-programs in Italy and Portugal, and a feasibility study in Germany (Health Workforce EU, 2021). The Canadian Federation of Nurses Union have called on the federal government to lead a similar taskforce in Canada to investigate "new staffing models and other pilot projects", and address underlying and systematic retention issues (Yun, 2021).

Additionally, there is opportunity for government and others to support the work of the Northern Ontario School and their work around physician recruitment in Northern Ontario. The Physician Workforce Strategy has the goal of “linking human health resources to Northern Ontario’s needs” (NOSM, n.d.). According to data collected in June 2021, 325 physicians are in demand across Northern Ontario – particularly for family physicians and rural generalists (NOSM, n.d.).

4. Housing-First Programs

‘Housing First’ is a multidisciplinary homelessness strategy that prioritizes the rapid placement of the most vulnerable individuals and families into housing with no preconditions (Gaetz, Scott and Gulliver 2013, 18). Since gaining popularity in the 1990s, Housing First is now described as a ‘best practice’ for ending homelessness in Canada, the United States and around the world (Homelessness Hub, 2021). In 2008, the federal government committed \$110 million to conduct a four-year, five-city research project on Housing First – the world’s most extensive study on Housing First programs at that time (Mental Health Commission of Canada 2014, 6). Each of the five cities – Vancouver, Winnipeg, Toronto, Montreal, and Moncton – focused on specific sub-populations such as individuals struggling with substance abuse in Vancouver and the urban Indigenous population in Winnipeg. Shockingly, the study found that 80 per cent of the 1,000 randomized participants remained housed after one year (Homelessness Hub, 2021). Moreover, a study published by Canadian Homelessness Research Network, the Homeless Hub, and the Government of Canada in 2013 that examined eight Housing First programs in Vancouver, Hamilton, Lethbridge, Victoria, Fredericton, Edmonton, and two in Calgary reported similar findings. The case study in Vancouver found no participants of the program were discharged to the streets within a four-year period (Gaetz, Scott and Gulliver 2013, 67), while the case study in Hamilton found 74 per cent of participants remained housed after six months and 90 per cent of this group remained housed after 12 months (Gaetz, Scott and Gulliver 2013, 80). The case study in Lethbridge revealed 90 per cent of participants remained housed within a 12-month period (Gaetz, Scott and Gulliver 2013, 95), while the case study in Victoria found 73 per cent of participants

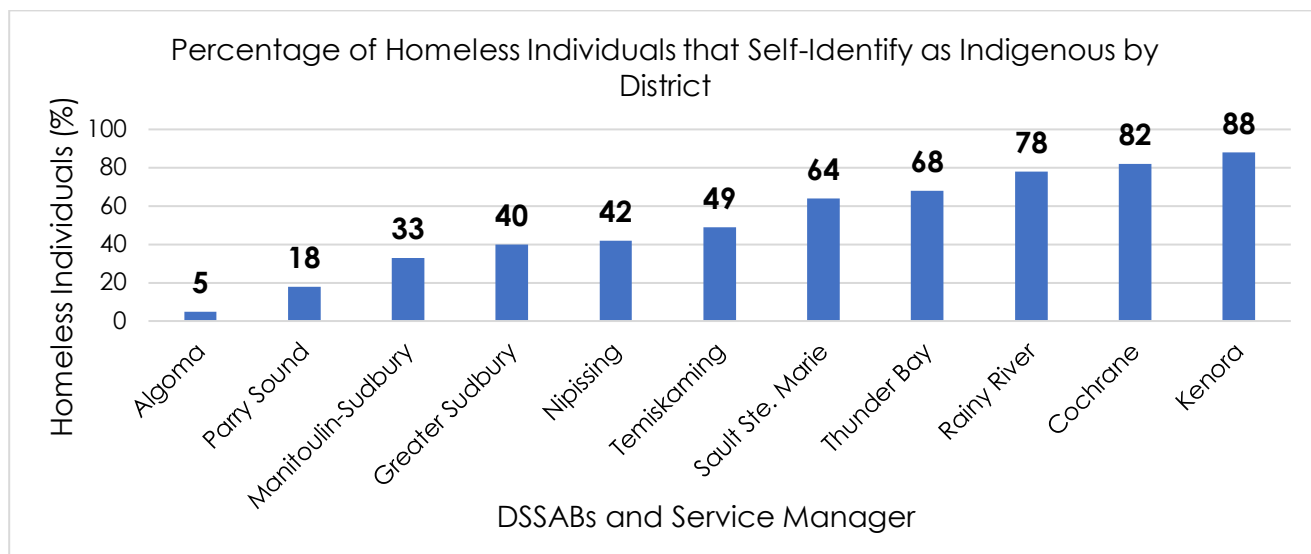
remained housed within a two-year period (Gaetz, Scott and Gulliver 2013, 106). In Fredericton, 93.5 per cent of participants remained housed after 6 months, while 86 per cent of participants remained housed within a 3-year period (Gaetz, Scott and Gulliver 2013, 132). In Calgary, one case study found 92 per cent of participants within a 5-year period remained housed, while the other found 80 per cent of participants remained housed for at least 12 months (Gaetz, Scott and Gulliver 2013, 52).

In October 2020, the federal government launched the Rapid Housing Initiative (RHI) through Canada Housing and Mortgage Corporation (CMHC) to support Housing First programs. The federal government committed \$1 billion in 2020 for 3,000 affordable housing units, with a second round of funding in the 2021-22 federal budget of \$1.5 billion for a minimum of 4,500 affordable housing units. Seven First Nations in Northern Ontario have received \$21 million collectively in funding from the RHI to build 85 new homes, but more communities can be supported. Moreover, RHI funding should support existing Housing First programs in the North, such as Housing Now, a new program established in 2020 by Cochrane DSSAB, in partnership with the Canadian Mental Health Association.

5. Culturally Sensitive Community-Housing

A significant proportion of the homeless population in Northern Ontario self-identify as Indigenous. Figure 8 shows Indigenous people account for over 60 per cent of the homeless population in four Northern Districts and in Sault Ste. Marie. In the District of Kenora, 88 per cent of the homeless population self-identify as Indigenous, followed by 82 per cent in the District of Cochrane, 78 per cent in the District of Rainy River, 68 per cent in the District of Thunder Bay, and 64 per cent in Sault Ste. Marie. Despite Indigenous people accounting for an overwhelming proportion of the homeless population in the North, there is limited culturally-sensitive services and programs to address their specific needs.

Figure 8. Homeless Individuals that Self-Identify as Indigenous, 2021



Source: 2021 Enumeration Reports from DSSABs and City of Greater Sudbury.

To tackle this problem, Kenora District Service Board (KDSB), Ontario Aboriginal Housing Services, North West Local Health Integration Network, Meno Ya Win Health Centre and Nishnawbe-Gamik Friendship Centre collaborated to lead a project that opened a 20-unit community-housing facility in Sioux Lookout. The facility offers culturally sensitive and easily accessible programs and services for Indigenous people (KDSB 2018, 21). This facility has reduced 911 calls to Ontario Provincial Police (OPP) in Sioux Lookout by 90 per cent (Helwig, 2021). A similar project is underway for a new 30-unit facility in the City of Kenora, while discussion between the District of Sault Ste. Marie Social Services Administration Board and OAHS have recently begun for another 30-unit facility in Sault Ste. Marie (Helwig, 2021).

These facilities align with the commitments made by the provincial government in the *Roadmap to wellness* to continue to work with Indigenous people and communities to co-developed services and programs that “enable Indigenous clients to access high-quality, culturally appropriate mental health, addictions and well-being services” (Government of Ontario, 2020c). They also align with the goals of the RHI. As such, supporting the existing facilities and the expansion of similar facilities across Northern

Ontario is an 'easy win' for the provincial and federal government in supporting Indigenous people struggling with homelessness, addiction, and mental health issues.

6. 'Northern' Mental Health and Addictions Centre of Excellence

In March 2020, the provincial government announced a new action plan to address mental health and addiction in Ontario with a more coordinated approach. The plan, outlined in the *Roadmap to wellness*, introduces the establishment of the 'Mental Health and Addictions Centre of Excellence'. As the "central point of accountability and oversight for mental health and addictions care" in Ontario, the Mental Health and Addiction Centre of Excellence will strive to **standardize** and monitor service delivery, report on performance, and provide support to health professionals (Government of Ontario, 2021c).

Northern Ontario, however, faces unique challenges compared to the rest of the province which must be considered by the provincial government before the establishment of a new standardized and centralized system of care for the province. While the *Roadmap to wellness* addresses many addiction and mental health issues in Northern Ontario, the implementation and delivery of these services must look different in the North for them to be effective. In recognition of the challenges of service delivery due to sparse populations within a large geographical region, there is robust support in Northern Ontario for the establishment of a '*Northern* Centre of Excellence for Mental Health and Addiction'. An engagement process conducted by the Centre for Rural and Northern Health Research and the Thunder Bay Drug Strategy, found that 95 per cent of the 216 participants from within six engagement areas – social services, education, peer, health care, policy and justice – and 65 Indigenous organizations, support the establishment of a 'Northern Centre of Excellence' (Lakehead University 2018, 4). As the *Roadmap to wellness* remains in the development phase, there is an opportunity for the provincial government now to consult with Northern decision makers and reassess the benefits to establishing a 'Northern Centre of Excellence'.

7. Inter-Facility Transportation

The opioid crisis is putting severe strain on municipal paramedic services. In the third quarter of 2021, Superior North EMS answered 187 opioid overdose calls – the highest amount ever recorded in the District of Thunder Bay (Public Health Ontario, 2021a). Similarly, the District of Cochrane is projected to surpass last year's total of 269 emergency medical services calls, with a total of 259 call recorded by the end of October 2021 (Porcupine Health Unit, 2021). To add to their workload, paramedics in Northern Ontario are uniquely required to assist in “non-urgent transfers of low-acuity patients between health facilities”, often delaying their response time for emergency calls as resources are extremely limited (AMO 2019a, 6). Inter-facility transfers are a costly expense for municipal governments, and are avoided in other areas of the province through private contracts with private and non-profit operators that are funded by the province (AMO 2019a, 6)

To alleviate the workload of paramedics and solve a long-standing issue in the North, this commentary supports the recommendation made by AMO in their report, ‘A Compendium of Municipal Health Activities and Recommendations’, to include the provision of a third-party operator for inter-facility patient transfers in Northern Ontario provided and funded by the provincial government. Importantly, this commentary seconds the additional recommendation that only in situations where there is no alternative, should municipal paramedic services be used, and when this occurs, the cost should be reimbursed from the provincial government to municipalities from LHINs (AMO 2019a, 6).

8. Mobile Crisis Intervention Teams (MCIT)

Police officers are ill-equipped to handle an increasing number of service calls involving individuals experiencing mental health crises, resulting in a ‘revolving door’ phenomenon “where police have frequent contact with the same individuals who are often unable to access long-term, appropriate care” (Semple et al 2021, 3). These calls drain police resources due to their frequency and time-consuming nature as police

officers are typically required to remain in ED with individuals apprehended under the *Mental Health Act* until they have been seen by a physician (Semple et al 2021, 4).

The MCIT model, which pairs an experienced mental health professional with a police officer, has been implemented with tremendous evidence-based success in many cities across Ontario and Canada. MCIT models have proven to relieve pressure on police officers and provide better support to people in crisis. A study conducted on the Crisis Outreach and Support Team (COAST) by South Simcoe Police Service (SSPS) in partnership with CMHA and York Support Services Network found the implementation of COAST contributed to fewer apprehensions and significantly more resources provided to people in crisis (Semple et al 2021, 4). Moreover, the study found COAST provided significant economic benefits for SSPS. Reduced call times of patrol officers responding to mental health calls saved \$47.43 **per call** and SSPS also saved on calls where COAST responded compared to patrol officers (Semple 2021, 14). A similar study conducted on the Joint Mobile Crisis Response Team Pilot Project (JMCRT) by Thunder Bay Police Services, Thunder Bay Regional Health Sciences Centre and CMHA also found a reduction in the number of apprehensions and less time spent by officers in ED. Since 2018, JMCRT has been successful in diverting 661 people from ED and 131 from police custody (Human Services & Justice Coordinating Committee, 2021).

As part of the \$18.3 million commitment made by the provincial government in 2019 to support Ontario's first responders in the *Roadmap to wellness*, a pilot project for four new mobile mental health and addictions clinics were announced, with one set to open in Northern Ontario on Manitoulin Island. In June 2021, OBCM called on the federal government to establish "a consistent program to be mandated province-wide with the necessary funding" as a viable solution for solving the mental health crisis that has been "tried and tested" with success – a position supported by this paper (OBCM, 2021). Federal, provincial and municipal governments should work collaborative to introduce MCIT in communities across Northern Ontario.

Conclusion

It is clear that current efforts made by governments are not enough to address the worsening homelessness, addiction, and mental health crisis in Northern Ontario. Thus, all levels of government must commit to new strategies for Northern Ontario. The strategies identified in this paper have been proven to be successful in reducing homeless populations and those struggling with addiction and mental health issues with evidence-based data. This data also shows the economic benefits of the suggested strategies. Importantly, the eight strategies align with commitments already made by the federal and provincial government, and therefore, should be supported whole-heartedly and without reservation.

Appendix A

Association of Municipalities of Ontario (AMO)

Canadian Mental Health Association (CHMA)

Canadian Mortgage and Housing Corporation (CMHC)

Crisis Outreach and Support Teams (COAST)

District Social Service Administration Board (DSSAB)

Emergency Department (ED)

Federation of Northern Ontario Municipal Association (FONOM)

Joint Action Health Workforce Planning and Forecasting (JAHWF)

Joint Mobile Crisis Response Team Pilot Project (JMCRT)

Kenora District Services Board (KDSB)

Ministry of Health and Long-Term Care (MOHLTC)

Mobile Crisis Intervention Teams (MCIT)

Northern Ontario Municipal Association (NOMA)

Northern Ontario School of Medicine (NOSM)

Northern Ontario Service Delivery Association (NOSDA)

Ontario's Big City Mayors (OBCM)

Ontario Provincial Police (OPP)

Point-in-Time (PiT) Counts

Rapid Housing Initiative (RHI)

South Simcoe Police Service (SSPS)

Thunder Bay District Social Service Administration Board (TBDSSAB)

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Office of the Integrity
Commissioner

1894 Lasalle Blvd.
Sudbury, ON P3A 2A4

ic@e4m.solutions

Fax. 705-806-4000

www.e4m.solutions

January 27, 2022

Mayor and Councillors
Municipality of Calvin
1355 Peddlers Drive, R.R.#2
Mattawa, ON P0H 1V0

By Email To: clerk@calvintownship.ca

RE: Notification of Integrity Commissioner File Dismissal

Our office received a request for inquiry in September 2021, in which the Requestor alleged that Council contravened the Municipality of Calvin Code of Conduct by their harassing actions toward certain members of the public.

Many of the allegations were not in the Integrity Commissioner's jurisdiction to adjudicate and we attempted to have the Requestor crystalize those allegations related to the Code of Conduct. As of December 31, 2021, we have not heard from the Requestor, and we have dismissed the matter.

We provide this letter as our report to Council. We also advise that there will be no invoice from us related to this matter.

Please let us know if you have any questions or concerns.

Respectfully,



Colleen Hannigan, RPP, MCIP
E4m Integrity Commissioner Consultant
Municipal Governance and Planning

From: [MECP Land Policy \(MECP\)](#)
To: [MECP Land Policy \(MECP\)](#)
Subject: Proposed Subwatershed Planning Guide
Date: Thursday, January 27, 2022 3:27:34 PM

Greetings,

I am reaching out to share that the Ministry of the Environment, Conservation and Parks is proposing a Subwatershed Planning Guide to help municipalities and other planning authorities in implementing provincial policy direction to undertake watershed and subwatershed planning that informs land use and infrastructure planning under the *Planning Act* in Ontario. Current guidance on subwatershed planning is nearly 30 years old. The proposed guide reflects current land use planning policies under provincial land use plans (such as [A Place to Grow, Growth Plan for the Greater Golden Horseshoe \(2020\)](#)) and the [Provincial Policy Statement \(2020\)](#), which recognize watersheds as meaningful for planning to protect, improve or restore water quality and quantity.

Subwatershed plans reflect the goals of a watershed plan but are tailored to tributary needs and local issues and provide detailed targets and actions on site-specific water resource planning issues. Subwatershed planning informs more detailed infrastructure planning and land use planning decisions under the *Planning Act*, such as secondary plans and plans of subdivision.

The proposed guide provides a general framework for subwatershed planning and includes:

- Roles and responsibilities.
- Relationship between watershed planning and land use and infrastructure planning.
- Purpose and principles of subwatershed planning.
- Steps, best practices and approaches applicable to subwatershed planning.
- Best practices for Indigenous community and stakeholder engagement in the subwatershed planning process.
- Some key technical tools and considerations.

This guide is intended for use by municipalities and other planning authorities to assist with implementing relevant provincial land use policy direction. It may also be of use or interest to other parties involved in subwatershed planning, municipal land use planning and infrastructure planning processes.

The proposed guide has been posted to the Environmental Registry for a 45-day public consultation from January 27, 2022 to March 13, 2022. To review and comment on the proposed document, please see the Environmental Registry proposal notice at <https://ero.ontario.ca/notice/019-4978> .

The Ministry of the Environment, Conservation and Parks will be hosting two

information webinars on the proposed guide, on February 16, 2022 from 1:00-2:30 p.m. and February 24, 2022 from 9:00-10:30 a.m. If you are interested in one of these webinars please go to this link to register:

- February 16: <https://www.eventbrite.ca/e/proposed-subwatershed-planning-guide-information-webinar-tickets-256263068737>
- February 24: <https://www.eventbrite.ca/e/proposed-subwatershed-planning-guide-information-webinar-tickets-256281885017>

Please pass this information along to colleagues, members of your organization, other organizations, and anyone else that may be interested.

If you have any questions or would like to discuss this proposal, please contact Jessica Isaac, Manager(A) and/or Emilee O'Leary, Senior Policy Analyst with the Land Use Policy Unit at MECP.LandPolicy@ontario.ca.

Sincerely,

Original Signed by:

Chris Lompart
Director (A), Environmental Policy Branch
Ministry of the Environment, Conservation and Parks



January 28, 2022

Association of Municipalities of Ontario (AMO)

Sent via email: policy@amo.on.ca

To whom it may concern:

Please be advised that the Council of the Corporation of the City of Brantford adopted the following resolution at its City Council meeting held on January 25, 2022:

12.5.2 Addressing the Revolving Door of Justice – Accountability for Sureties and Swift Justice – Resolution

WHEREAS the City of Brantford has experienced a substantial increase in criminal activity leaving residents fearful for their personal safety and losing confidence in the criminal justice system; and

WHEREAS the City of Brantford strives to create vibrant, safe, livable neighbourhoods in its community; and

WHEREAS concerns continue to be raised by businesses, the post-secondary institutions in the downtown area and their student bodies, neighbourhood associations, citizens and others; and

WHEREAS bringing matters related to criminal charges more expeditiously through the court system will create a greater deterrence to such behaviour, and therefore improve the safety and security of citizens in this community; and

WHEREAS each year a significant sum of surety money is forfeited further to breaches of the conditions of judicial interim release orders (“bail”); however, the necessary steps are not taken to collect this forfeited money, thus leaving a substantial financial resource unavailable;

NOW THEREFORE BE IT RESOLVED:

- A. THAT Kevin Davis, Mayor of the City of Brantford, on behalf of the Council of The Corporation of the City of Brantford, correspond with the Honourable Prabmeet Sarkaria, President of the Treasury Board and the Honourable Doug Downie, Attorney General of Ontario, insisting that steps be taken immediately by the government to:

- i. provide additional judicial resources dedicated to Brantford to allow for matters to move as expeditiously through the court system as possible; and
 - ii. provide such additional space and/or technological resources for the local court to ensure there is adequate space and technological resources to most efficiently address the significant local caseload and consequently decrease the time a matter takes to be fully resolved; and
 - iii. dedicate the required resources to collect the forfeited surety monies and reinvest that money back into the provincial judicial system; and
- B. THAT the City Clerk BE DIRECTED to forward a copy of this resolution to the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM), Ontario Big City Mayors (OBCM) and the list of other Ontario Municipalities with a request that those municipalities pass similar resolutions; and
- C. THAT the City Solicitor BE DIRECTED to send the letter referenced in Clause A to Brant County, the Six Nations of the Grand River and the Mississaugas of the Credit First Nation to determine if they are willing to be signatories to the letter.

I trust this information is of assistance.

Yours truly,



Tanya Daniels
City Clerk
tdaniels@brantford.ca

cc All Ontario municipalities
Ontario Big City Mayors (OBCM)
Federation of Canadian Municipalities (FCM)

Cindy Pigeau

Subject: FW: FYI from MPP Fedeli - Funding Opportunities

----- Forwarded message -----

From: **Buttle, Keri** <keri.buttle@pc.ola.org>

Date: Wed, Feb 2, 2022 at 11:19 AM

Subject: FYI from MPP Fedeli - Funding Opportunities

To: Buttle, Keri <keri.buttle@pc.ola.org>

Hello Mayor,

MPP Fedeli wanted you to be aware of a few new funding opportunities:

1. Rural Economic Development (RED) Program

- To help build rural Ontario by investing in projects that boost economic opportunities in rural and Indigenous communities, create jobs and strengthen the labour force.
- The guidelines and application for the new Labour Attraction Retention targeted **intake of the RED program will be available on February 7, 2022.**
- For further information including eligibility, please see the following link: [Rural Economic Development program | ontario.ca](https://www.ontario.ca/rural-economic-development)

2. Inclusive Community Grant

- To help communities across the province become more inclusive and accessible for people of all ages and abilities.
- Applications for Inclusive Community Grants are now open and available at [Ontario.ca/GetFunding](https://www.ontario.ca/GetFunding).
- Eligible organizations will have until March 3, 2022, to submit their applications.

Please let us know if you have any questions.

Kind regards,

Keri Buttle

Executive Assistant

MPP Fedeli – Nipissing

705-474-8340

keri.buttle@pc.ola.org



Resolution No. 2022-06

Carried:

Defeated:

Date: January 26, 2022

MOVED BY: Amanda Smith

SECONDED BY: Dan O'Mara

THAT the Board receives for approval or information, Consent Agenda items 7.1 to 7.5.

7.1 FA2022-01 Municipal Apportionment

This report provides the 2022 municipal apportionment figures for each municipality in the Nipissing district.

7.2 B01-22 Accessibility Plan 2021-2025

This report provides information on the legislatively required 2021-2025 Accessibility Plan.

7.3 B02-22 Approval of NDHC By-Law #1 Amendments – For Approval

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the NDHC Board By-law #1 amendments by resolution; as Service Manager and Shareholder of the Nipissing District Housing Corporation (NDHC).

7.4 B03-22 Draft Revisions to the Travel Meal and Hospitality Policy – For Approval

THAT the District of Nipissing Social Services Administration Board approve the changes to the draft Travel, Meal and Hospitality Policy as presented.

7.5 B07-22 Resolution to Municipalities Regarding Federal Funding – For Approval

Whereas the 2021 Point in Time Count showed 300 people in the District identified as homeless, indicating a steady increase from previous counts; and,


THAT while Government funding has provided capital dollars throughout the pandemic for the development of the Gateway Campus to provide emergency and transitional housing to the District's most vulnerable, there is no health and housing funding to support operations, and;

THAT while DNSSAB continues to advocate for housing and health funding with the Province to staff and meet the needs of the District's most vulnerable;

Be it resolved THAT area municipalities be encouraged to advocate for housing and health staffing support funding for the District's transitional housing development known as Gateway House with the provincial government.

DocuSigned by:

 CARRIED _____
 6F030A713D0CD407...
 MARK KING
 CHAIRPERSON

DocuSigned by:

 CARRIED _____
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 CATHERINE MATHESON
 SECRETARY

BRIEFING NOTE B07-22

For Information or For Approval

Date: January 26, 2022

Purpose: **Resolution for Member Municipalities in Support of Provincial Funding for Housing and Health Supports**

Prepared by: Marianne Zadra, Executive Coordinator and Communications

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

Whereas the 2021 Point in Time Count identified 300 people in the District as homeless, indicating a steady increase from previous counts; and,

THAT while Government funding has provided capital dollars throughout the pandemic for the development of the Gateway Campus to provide emergency and transitional housing to the District's most vulnerable, there is no health and housing funding to support operations, and;

THAT while DNSSAB continues to advocate for housing and health funding with the Province to staff and meet the needs of the District's most vulnerable;

Be it resolved THAT area municipalities be encouraged to advocate for housing and health staffing support funding for the District's transitional housing development known as Gateway House with the provincial government.

BACKGROUND:

At the December 15, 2021, members passed the 2022 DNSSAB Budget (FA12-21), which indicated:

"In October 2021, the Board approved the construction of an additional 25 transitional housing units (Gateway House Phase 3) to be completed by March 31, 2023, that will be staffed 24/7. The goal of this project is to be a high support alternative to the temporary low barrier emergency shelter that is currently located in portables on the Gateway House site. There is currently no provincial or federal operating funding available to fund this project."

In addition, it was reported at the same meeting that the results of the latest Point in Time count (October 2021) shows that the number of people experiencing homeless (300) has steadily increased in recent years.

Also at that meeting, members felt strongly that municipalities should not carry the burden of funding operations at the Gateway House Campus that serves the most vulnerable in the District, as this is seen as a Provincial responsibility.

CURRENT STATUS/STEPS TAKEN TO DATE:

The DNSSAB continues to seek support from the provincial government for housing and health dollars and welcomes member municipalities to do the same.

NEXT STEPS:

The DNSSAB asks that member municipalities join in the advocacy efforts with the Province to obtain funding to provide housing and health supports for the District's most vulnerable.

February 3, 2022

MEMORANDUM TO: Municipal Chief Administrative Officers and Clerks

SUBJECT: Steps to Cautiously and Gradually Ease Public Health Measures While Protecting Hospital and Health Care Capacity

Today, I am writing to provide an update on Ontario's response to the current COVID-19 pandemic situation. As a result of public health and workplace safety measures that were put into effect on January 5, 2022, there appear to be signs of stabilization in key public health and health system indicators. I want to express my deep gratitude to municipal practitioners who have worked tirelessly to support their communities throughout the pandemic.

On January 20, 2022, the government announced that province will exit Modified Stage Two and return all public health units to Step Three on January 31, 2022.

In the absence of concerning trends in public health and health system indicators, Ontario will follow a cautious and phased approach to lifting public health measures, with 21 days between each step. Ontario set out its intended approach over the next several weeks.

January 31, 2022

On January 31, 2022, Ontario begins the process of gradually easing restrictions, while maintaining protective measures, including but not limited to:

- Increasing social gathering limits to 10 people indoors and 25 people outdoors.
- Increasing or maintaining capacity limits at 50 per cent in indoor public settings, including but not limited to:
 - Restaurant, bars and other food and drink establishments without dance facilities;
 - Retailers (including grocery stores and pharmacies)
 - Shopping malls;
 - Non-spectator areas of sports and recreational fitness facilities, including gyms;
 - Cinemas;

- Meeting and event spaces, including conference centres and convention centres;
- Recreational amenities and amusement parks, including water parks;
- Museums, galleries, aquariums, zoos and similar attractions; and
- Casinos, bingo halls and other gaming establishments
- Religious services, rites, or ceremonies.
- Allowing spectator areas of facilities such as sporting events, concert venues and theatres to operate at 50 per cent seated capacity or 500 whichever is less.

Enhanced proof of vaccination, and other requirements would continue to apply in existing settings.

Please see [Ontario Regulation 364/20, Rules for Areas at Step 3 and at the Roadmap Exit Step](#) for the full [list of measures](#).

February 21, 2022

Effective February 21, 2022, Ontario intends to lift public health measures, including:

- Increasing social gathering limits to 25 people indoors and 100 people outdoors.
- Removing capacity limits in indoor public settings where proof of vaccination is required, including but not limited to restaurants, indoor sports and recreational facilities, cinemas, as well as other settings that choose to opt-in to proof of vaccination requirements.
- Permitting spectator capacity at sporting events, concert venues, and theatres at 50 per cent capacity.
- Limiting capacity in most remaining indoor public settings where proof of vaccination is not required to the number of people that can maintain two metres of physical distance.
- Indoor religious services, rites or ceremonies limited to the number that can maintain two metres of physical distance, with no limit if proof of vaccination is required.
- Increasing indoor capacity limits to 25 per cent in the remaining higher-risk settings where proof of vaccination is required, including nightclubs, wedding receptions in meeting or event spaces where there is dancing, as well as bathhouses and sex clubs.

Enhanced proof of vaccination, and other requirements would continue to apply in existing settings.

March 14, 2022

Effective March 14, 2022, Ontario intends to take additional steps to ease public health measures, including:

- Lifting capacity limits in all indoor public settings. Proof of vaccination will be maintained in existing settings in addition to other regular measures.

- Lifting remaining capacity limits on religious services, rites, or ceremonies.
- Increase social gathering limits to 50 people indoors with no limits for outdoor gatherings.

PROOF OF VACCINATION

As announced on December 10, 2021, it is now mandatory to use the enhanced vaccine certificate with QR code to gain access to settings that require proof of vaccination. The QR code can be used digitally or by printing a paper copy. Individuals can download their enhanced certificate with QR code by visiting <https://covid-19.ontario.ca/get-proof>.

In addition, businesses are also now required to verify the certificate using the Verify Ontario app, which is available to download for free from the Apple App and Google Play stores. The app can be used without an internet connection and never stores personal information.

Individuals will continue to need to show a piece of identification that matches their name and date of birth to their enhanced COVID-19 vaccine certificate when visiting select businesses and organizations.

Note that businesses and organizations no longer need to collect information for case and contact management.

There are two exclusions to the use of mandatory enhanced vaccination certificates in Ontario: nine First Nations communities and international visitors to Ontario who do not have a scannable QR code.

Community members of nine First Nations can continue to use their original paper or electronic proof of vaccination along with identification where proof of vaccination is required. They do not need to have an enhanced vaccine certificate with QR code to enter the premises. This exclusion reflects the Province's commitment respecting Indigenous data sovereignty and decisions made by these communities.

These First Nations include:

- Anishinaabeg of Naongashiing
- Big Grassy First Nation
- Lac La Croix First Nation
- Mitaanjigamiing First Nation
- Nigigoonsiminikaaning First Nation
- Ojibways of Onigaming First Nation
- Rainy River First Nation
- Seine River First Nation
- Mississaugas of the Credit First Nation

Visitors to Ontario from outside of Canada (OOC) who do not have a QR code that can be successfully scanned by the Verify Ontario app are also excluded. In that case, they

must show businesses their international vaccine receipts and a valid non-Canadian passport or valid NEXUS cards ID for visual verification of their proof of vaccination. This is an interim measure until visitors from OOC can be assigned a temporary traveler's QR code via the Federal government upon their entry to Canada.

To review proof of vaccine for international visitors who may not have a compatible QR code, businesses and organizations should visually confirm:

- That the first name, last name and date of birth of the person on the vaccination documentation matches the non-Canadian passport provided; and
- That their vaccine documentation meets the definition of fully vaccinated and at least 14 days have lapsed since the second dose of vaccine.

The government has updated the [regulation](#), [Guidance for Businesses and Organizations](#) and Questions and Answers to support the implementation of the enhanced vaccine certificate with a QR code and the Verify Ontario app.

BUSINESS SUPPORTS

I also wanted to take this opportunity to share information about new programs that may be helpful to municipal Economic Development staff who are supporting your local businesses during these restrictions. The government has launched the [Ontario Business Costs Rebate Program](#) to support businesses required to close or reduce capacity due to the public health measures put in place to blunt the spread of the Omicron variant. Through the new program, the government will provide eligible businesses with a rebate payment of up to 100 per cent for property tax and energy costs they incur while subject to these restrictions. Applications for the program opened on January 18, 2022. [Learn more about the program and apply here.](#)

The government is also introducing a new COVID-19 [Small Business Relief Grant](#) that will give eligible businesses subject to closure under the modified Step Two of the Roadmap to Reopen a \$10,000 grant. The money is expected to flow to eligible businesses in February.

Lastly, the government is also improving [cash flows](#) for eligible Ontario businesses by making up to \$7.5 billion available through a six-month interest- and penalty-free period for Ontario businesses to make payments for most provincially administered taxes. This penalty and interest-free period started on January 1, 2022. This supports businesses now and provides the flexibility they will need for long-term planning.

COMPLIANCE AND ENFORCEMENT

The ministry recognizes that municipalities have been a key partner in the defence against this virus through the coordinated compliance and enforcement activities your staff have been undertaking in your communities. The Ontario government is continuing to help workplaces stay safe and stay open by carrying out COVID-19 safety campaigns. These campaigns are developed in consultation with local public health

units, and bylaw enforcement departments, and support Ontario's *Plan to Safely Reopen Ontario*.

As you are aware, these campaigns include visits to workplaces that present heightened risk factors for potential transmission of COVID-19. If you are interested in having a provincial team support local compliance and enforcement activities in your community, please contact William (BJ) Alvey, Manager and Executive Advisor of Regulatory Compliance Ontario by email at: William.BJ.Alvey@ontario.ca or by phone at 905-572-7648.

RAPID ANTIGEN TEST KITS

The [Provincial Antigen Screening Program](#) (PASP) provides free rapid antigen test kits to high-risk communities, organizations and workplaces, including municipalities. Please refer to the [Ontario Together portal](#) for information on how to apply for rapid antigen tests, training, on-site rapid testing and reporting requirements.

I would like to take this opportunity to thank you for your flexibility and cooperation throughout this pandemic. Our municipal partners continue to play an essential role in the response to COVID-19.

Sincerely,



Kate Manson-Smith
Deputy Minister