



**THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI
REGULAR COUNCIL MEETING
AGENDA**

Thursday, June 16, 2022, 6:30 P.M.

An audio recording of the Open Session of this meeting is being made and will be available through the Municipal Website as a public service to further enhance access to municipal government services and to continue to promote open and transparent government. As a visitor, your presence may be recorded and your name and address may be revealed during certain parts of the Council meeting.

		Pages
1.	<u>CALL TO ORDER AND ROLL CALL</u>	
2.	<u>ADOPTION OF THE AGENDA</u> Draft Motion: BE IT RESOLVED THAT the Regular Council Agenda dated June 16, 2022 be adopted as presented/amended.	
3.	<u>DECLARATION OF CONFLICT OR PECUNIARY INTEREST AND GENERAL NATURE THEREOF</u>	
4.	<u>REPORT FROM CLOSED SESSIONS</u>	
5.	<u>ADOPTION OF THE MINUTES OF PREVIOUS MEETINGS</u>	
6.	<u>BUSINESS ARISING FROM THE MINUTES</u>	
6.1.	DRAFT Regular Council Meeting - May 26, 2022 Draft Motion: BE IT RESOLVED THAT the Minutes of the Regular Council Meeting held on May 26, 2022 be adopted as presented/amended.	1
6.2.	DRAFT Public Council Meeting - May 26, 2022 Draft Motion: BE IT RESOLVED THAT the Minutes of the Public Council Meeting held on May 26, 2022 be adopted as presented/amended.	9
6.3.	DRAFT Special Council Meeting - May 31, 2022 Draft Motion: BE IT RESOLVED THAT the Minutes of the Special Council Meeting held on May 31, 2022 be adopted as presented/amended.	11
7.	<u>DELEGATIONS/PRESENTATIONS</u>	
7.1.	Registered Delegations - With Presentations	
1.	KPMG - Financial Statement Review and Year-End Audit Report Draft Motion: BE IT RESOLVED THAT Council receive the presentation from KPMG and approve the consolidated Financial Statements of the Corporation of the Municipality of Temagami.	12
2.	Brad Reaume	

RE: Fish Hatchery

Draft Motion:

BE IT RESOLVED THAT Council receive a presentation from Brad Reaume regarding the Fish Hatchery.

3. George Leger

RE: Geromaer Consent Proposal - Fox Run

Draft Motion:

BE IT RESOLVED THAT Council receive a presentation from George Leger regarding Fox Run Consent Proposal.

7.2. Invited Presentations

7.3. Registered Delegations - Without Presentations

7.4. Unregistered Delegations

** 5 minutes per each presenter for a Maximum of 15 Minutes in total for all unregistered presentations**

8. CONSENT AGENDA ITEMS

Draft Motion:

BE IT RESOLVED THAT Council adopt the consent agenda motions presented on the agenda.

8.1. Staff Report(s) for Information:

8.2. Correspondence for Information:

Hard copies of all correspondence for information is available at the Municipal office on request. The information items have been circulated to Council prior to the meeting.

Draft Motion:

BE IT RESOLVED THAT correspondence items numbered: 8.2.1 to 8.2.3 on this agenda be received by Council for information and be noted, filed, and recorded in the minutes of this meeting;

1. Community Schools Alliance 55

RE: Annual Meeting

2. Ministry of Northern Development, Mines, Natural Resources and Forestry 56

RE: Decision Notice - Proposed Regulation Changes under the Aggregate Resources Act

3. Mike Camp Designs 58

8.3. Minutes of Local Boards & Committee:

9. STAFF REPORTS

9.1. 2022-M-172 Council Vacancy 59

Draft Motion:

BE IT RESOLVED THAT Council declare Councillor's Shymko's seat vacant;

AND FURTHER THAT Members of Council consider possible nominations to be made at the next Regular Session of Council.

9.2.	Temagami Fire Department - May Report	
	Draft Motion:	
	BE IT RESOLVED THAT Council receive the report from Temagami Fire Department for the month of May 2022.	
9.3.	Treasurer Administrator Report	61
	Draft Motion:	
	BE IT RESOLVED THAT Council receive the Treasurer/Administrator's Report dated June 16, 2022.	
9.4.	2022-M-166 Community Wellness Plan	62
	Draft Motion:	
	BE IT RESOLVED THAT Council adopt the Timiskaming District Community Safety and Well-Being Plan;	
	AND FURTHER THAT the Municipality of Temagami approve, in principle, a contribution for a Community Safety and Well-Being Plan resource, based on the current apportionments noted in communication received	
9.5.	2022-M-167 Temagami North Manhole	125
	Draft Motion:	
	BE IT RESOLVED THAT Council receive report 2022-M-167, Man Hole Project, Temagami North, for information.	
9.6.	2022-M-168 Foodcycler	126
	Draft Motion:	
	BE IT RESOLVED THAT Council direct Staff to accept the FoodCycler Proposal, Option 2 Bundle with the affordable add on with a net municipal cost, after sales to the public, of \$8,875 plus applicable taxes.	
9.7.	2022-M-169 Temagami Dry - Product Line	144
	Draft Motion:	
	BE IT RESOLVED THAT Council direct Staff to take the necessary steps to allow the Temagami Dry Trademark to be used for the production and sale of 'Temagami Dry Ginger Beer', including a use agreement with Whisky Jack Brewery, at an approximate cost of \$1,000 plus fees.	
9.8.	2022-M-170 Chief Building Official Services	145
	Draft Motion:	
	BE IT RESOLVED that Council authorize Staff terminate the agreement for CBO Services with the City of Temiskaming Shores as per the terms of the agreement;	
	AND FURTHER THAT Council direct Staff proceed with the steps to hire a part time in-house Chief Building Official.	
9.9.	2022-M-171 Temiskaming District Joint Compliance Audit Committee Terms of Reference	146
	Draft Motion:	
	BE IT RESOLVED THAT Council approves the Timiskaming District Joint Compliance Audit Committee Terms of Reference and direct that a By-Law be brought forward for consideration later at this meeting.	
9.10.	2022-M-173 Animal Control By-Law	154

Draft Motion:
BE IT RESOLVED THAT Council consider amending the Animal Control By-law 10-870, as amended, to harmonize the Animal Control By-law 10-870, as amended, with the Fees and Charges By-law 20-1605 as amended;

AND FURTHER THAT that Council direct Staff to bring the amendments to the Animal Control By-law 10-870, as amended, to the next Council Meeting for Council's review.

9.11. 2022-M-174 Parking By-Law Maps 155

Draft Motion:
BE IT RESOLEVD THAT Council review the maps related to the parking by-law to assist with determining parking requirements and other traffic related matters;

AND FURTHER THAT that the maps be received as a tool to assist with the visualization of the Traffic and Parking By-law 22-1603, as amended.

10. COUNCIL COMMITTEE REPORTS

11. ANNOUNCEMENTS - MAYOR AND COUNCIL

12. CORRESPONDENCE

12.1. Action Correspondence

1. 2022-M-175 TFN/TAA Letter of Request 183

Draft Motion:
BE IT RESOLVED THAT Council approves the request to hold the Aboriginal Day Celebrations on the Lake Front of the Municipal Office conditional on proof of liability Insurance;

AND FURTHER THAT Council encourage the Mayor to share a few words during the Celebration on the day to Celebrate and Honour of the Indigenous Peoples of the Temagami Region.

12.2. Resolution from Other Municipalities

1. 2022-M-176 Town of Fort Erie 185

Draft Motion:
BE IT RESOLVED THAT Council support the resolution from the Town of Fort Erie requesting the Government of Canada review the proposed exemption framework for seasonal vacation properties to better reflect the reality of where these properties are located and how they are used.

2. 2022-M-177 Municipality of Muskoka 188

Draft Motion:
BE IT RESOLVED THAT Council support the resolution from the District of Muskoka requesting the Province review O. Reg 380/04 regarding the requirement to conduct annual emergency planning exercises when there have been sufficient activations of the municipal emergency plan to review the plan's merits.

3. 2022-M-178 City of Waterloo 193

Draft Motion:
BE IT RESOLVED THAT Council support the resolution from the City of Waterloo regarding "Ontario Must Build it Right the First Time".

13.	<u>BY-LAWS</u>	
13.1.	22-1618 Set Estimate	197
	Draft Motion: BE IT RESOLVED THAT By-law 22-1618, being a by-law to adopt the estimates of all sums required during the year 2022 for the purposes of the Corporation of the Municipality of Temagami, be taken as read a first, second and third time and finally passed this 16 day of June, 2022; AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.	
13.2.	22-1619 to strike tax rates 2022	199
	Draft Motion: BE IT RESOLVED THAT By-law 22-1619, being a by-law to strike rates of taxation for the Municipality of Temagami the year 2022 and to provide for the payment of taxes by instalments, be taken as read a first, second and third time and finally passed this 16 day of June, 2022; AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.	
13.3.	22-1620 Area SC 2022	203
	Draft Motion: BE IT RESOLVED THAT By-law 22-1620, being a by-law to set the amounts for area-rated charges to be levied for municipal and environmental services for the year 2022, be taken as read a first, second and third time and finally passed this 16 day of June, 2022; AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.	
13.4.	22-1621 TDCAD Terms of Reference	205
	Draft Motion: BE IT RESOLVED THAT By-law 22-1621, a by-law to adopt the Timiskaming District Joint Compliance Audit Committee Terms of Reference, be taken as read a first, second and third time and finally passed this 16 day of June, 2022; AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.	
14.	<u>COMMITTEE MEETINGS</u>	
15.	<u>UNFINISHED BUSINESS</u>	
16.	<u>NEW BUSINESS</u>	
16.1.	2022-M-179 Notice of Motion - Councillor Harding	207
	Draft Motion: BE IT RESOLVED THAT Council direct Staff to invite representatives of the Ministry of Transportation and the Highway 11 Safety Group to make presentations regarding the steps being taken to improve the safety of Highway 11.	
16.2.	2022-M-180 Asset Management Plan	208

Draft Motion:

BE IT RESOLVED THAT Council approve the 2022 Asset Management Plan;

AND FURTHER THAT Staff be directed to post this to the Municipal Website;

AND FURTHER THAT Staff be directed to develop a work plan to incorporate the next steps into municipal operational plans.

17. **NOTICE OF MOTION**

18. **QUESTIONS FROM PUBLIC - ITEMS ON THE AGENDA**

19. **CONFIRMATION BY-LAW**

233

Draft Motion:

BE IT RESOLVED THAT By-law 22-1622, being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Temagami, be taken as read a first, second and third time and finally passed this 16 day of June, 2022;

AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.

20. **ADJOURNMENT**

Draft Motion:

BE IT RESOLVED THAT this meeting adjourn at x:xx p.m.



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

**REGULAR COUNCIL MEETING
DRAFT MINUTES**

Thursday, May 26, 2022, 6:30 P.M.

PRESENT: D. O'Mara, C. Dwyer, B. Leudke, J. Harding, M. Youngs, J. Shymko
ABSENT: J. Koistinen

STAFF: C. Davidson, S. Fournier, D. Bell, J. Sanderson

CALL TO ORDER AND ROLL CALL

Mayor O'Mara called the meeting to order at 6:55 pm.
There were 7 people in the audience. The Mayor called the Roll.

ADOPTION OF THE AGENDA

22-151

MOVED BY: C. Dwyer
SECONDED BY: J. Shymko

BE IT RESOLVED THAT the Regular Council Agenda dated May 26, 2022 be adopted as presented.

CARRIED

DECLARATION OF CONFLICT OR PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Mayor requested disclosure of pecuniary interest. Administration reported that none were received prior to the meeting. There were no other disclosure made.

REPORT FROM CLOSED SESSIONS

Treasurer/Administrator Davidson reported that during May 11th, 2022 Closed Session, Council considered a mattering pertaining to Frivolous and Vexations next steps, offer to purchase Municipal Land, proposal to trade private land with Municipal Land, Ambulance Collective Bargaining Arbitration Report and regarding two Municipal Freedom of Information requests received.

ADOPTION OF THE MINUTES OF PREVIOUS MEETINGS

DRAFT Regular Council Meeting - May 5, 2022

22-152

MOVED BY: M. Youngs
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT the Minutes of the Regular Council Meeting held on May 5, 2022 be adopted as presented.

CARRIED

DRAFT Special Council Meeting - May 2, 2022

22-153

MOVED BY: B. Leudke

SECONDED BY: M. Youngs

BE IT RESOLVED THAT the Minutes of the Special Council Meeting held on May 2, 2022 be adopted as presented.

CARRIED

BUSINESS ARISING FROM THE MINUTES

DELEGATIONS/PRESENTATIONS

Registered Delegations - With Presentations

MHBC Planning, Urban Design & Landscape Architecture

RE: Lake Capacity Study Request - Cassels Lake

22-154

MOVED BY: J. Harding

SECONDED BY: M. Youngs

BE IT RESOLVED THAT Council receive a presentation from MHBC;

AND FURTHER THAT Council directs MHBC to prepare a report with details of the Study and the costs.

RECORDING VOTE

DEPUTY MAYOR DWYER	NAY
COUNCILLOR HARDING	NAY
COUNCILLOR KOISTINEN	ABSENT
COUNCILLOR LEUDKE	YAY
COUNCILLOR SHYMKO	NAY
COUNCILLOR YOUNGS	NAY
MAYOR O'MARA	YAY

DEFEATED

Organics Diversion Pilot Program

22-155

MOVED BY: J. Harding

SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council receive a presentation from Municipal Solutions regarding the Organics Diversion Pilot Program.

CARRIED

Stephanie Wagner and Doug Adams

RE: Stevens Road, Fox Run Road and White Bear Court

22-156

MOVED BY: J. Harding
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council receive a presentation from Stephanie Wagner and Doug Adams regarding Stevens Road, Fox Run Road and White Bear Court.

CARRIED

Invited Presentations:

Registered Delegations - Without Presentations:

Unregistered Delegations:

CONSENT AGENDA ITEMS

22-157

MOVED BY: B. Leudke
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council adopt the consent agenda motions presented on the agenda.

CARRIED

Staff Report(s) for Information:

Correspondence for Information:

Hard copies of all correspondence for information is available at the Municipal office on request. The information items have been circulated to Council prior to the meeting.

22-157 B

MOVED BY: B. Leudke
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT correspondence items numbered: 8.2.1 to 8.2.6 on this agenda be received by Council for information and be noted, filed, and recorded in the minutes of this meeting;

CARRIED

Council reviewed and discussed items 8.2.2 and 8.2.6

8.2.1 2022-2024 AMO Board of Directors

8.2.2 Ministry of Infrastructure
RE: Asset Management Plan

8.2.3 Three Point Action Plan in Support of Rural and Northern Education Background Information

8.2.4 Inspection of 2022-2023 Annual Work Schedule for Temagami Management Unit

8.2.5 Ministry of Northern Development Mines, Natural Resources and Forestry
RE: Changes to Regulation 244/97 under the Aggregate Resources Act

8.2.6 Letter from Walter Wagg

Minutes of Local Boards & Committee:

STAFF REPORTS

Temagami Fire Department April Report

22-158

MOVED BY: J. Shymko

SECONDED BY: B. Leudke

BE IT RESOLVED THAT Council receive the report from Temagami Fire Department for the month of April 2022.

CARRIED

Marten River Fire Department March and April Reports

22-159

MOVED BY: M. Youngs

SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council receive the reports from Marten River Fire Department for the month of March and April 2022.

CARRIED

Break at 8:20 p.m.

Returned to session at 8:30 p.m.

Public Works Department - March, April and May Reports

22-160

MOVED BY: M. Youngs

SECONDED BY: J. Harding

BE IT RESOLVED THAT Council receive the reports from Public Works Department for the month of March, April and May, 2022.

CARRIED

Treasurer Administrator Report

22-161

MOVED BY: C. Dwyer

SECONDED BY: B. Leudke

BE IT RESOLVED THAT Council receive the Treasurer/Administrator's Report dated May 26, 2022.

CARRIED

2022-M-062 2022 Budget - Part 2

22-162

MOVED BY: B. Leudke

SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council approve the 2022 budget as presented May 2, 2022 with a tax revenue increase of 4%;

AND FURTHER THAT Council direct Staff to prepare the necessary By-Laws for Council's consideration at their meeting of June 16, 2022.

AMENDED

22-163

MOVED BY: C. Dwyer
SECONDED BY: B. Leudke

BE IT RESOLVED THAT Council direct to reallocate Temagami Ditch Budget to the Fox Run Project.

RECORDING VOTE

DEPUTY MAYOR DWYER	YAY
COUNCILLOR HARDING	NAY
COUNCILLOR KOISTINEN	ABSENT
COUNCILLOR LEUDKE	YAY
COUNCILLOR SHYMKO	NAY
COUNCILLOR YOUNGS	NAY
MAYOR O'MARA YAY	YAY

DEFEATED

22-164

MOVED BY: J. Harding
SECONDED BY: C. Dwyer

AND FURTHER THAT Council direct to add \$150,000 to Fox Run Road Project funded from reserves.

RECORDING VOTE

DEPUTY MAYOR DWYER	YAY
COUNCILLOR HARDING	YAY
COUNCILLOR KOISTINEN	ABSENT
COUNCILLOR LEUDKE	YAY
COUNCILLOR SHYMKO	NAY
COUNCILLOR YOUNGS	YAY
MAYOR O'MARA YAY	YAY

CARRIED

22-162

MOVED BY: B. Leudke
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council approve the 2022 budget as presented May 2, 2022 with a tax revenue increase of 4%;

AND FURTHER THAT Council direct to add \$150,000 to Fox Run Road Project funded from reserves.

CARRIED

2022-M-063 Electric Parking Spots

22-165

MOVED BY: B. Leudke
SECONDED BY: J. Shymko

BE IT RESOLVED THAT Council direct Staff to return to a seasonal approach for block heaters for present parking spots with electricity;

AND FURTHER THAT Council direct Staff to prepare a report outlining options for charging stations including location, system of payment, and accessing required power.

CARRIED

22-166

MOVED BY: M. Youngs
SECONDED BY: C. Dwyer

BE IT RESOLVED THAT Council extend May 26, 2022 Regular Council Meeting by one hour.

CARRIED

2022-M-064 From May 5 Regular Council Meeting

22-167

MOVED BY: C. Dwyer
SECONDED BY: J. Shymko

BE IT RESOLVED THAT Council received report 2022-M-064 for Information.

CARRIED

COUNCIL COMMITTEE REPORTS

ANNOUNCEMENTS - MAYOR AND COUNCIL

Mayor O'Mara reported on the Tower Installation, Paramedic Week, Fire Fighter Dinner and on his attendance to FONOM.

CORRESPONDENCE

Action Correspondence:

2022-M-065 Request for Access to Recreational Sports Equipment

22-168

MOVED BY: C. Dwyer
SECONDED BY: B. Leudke

BE IT REOLVED THAT Council receive correspondence from Billy Douglas and Travis Goodyear regarding the request for access to recreational sports equipment to support independently organized sports activities;

AND FURTHER THAT Council support this request and direct staff to authorize Billy Douglas or Travis Goodyear to have a key to access the Arena for use of the recreational sports equipment for independently organized sports.

AMENDED

22-169

MOVED BY: J. Shymko
SECONDED BY: J. Harding

BE IT REOLVED THAT Council receive correspondence from Billy Douglas and Travis Goodyear regarding the request for access to recreational sports equipment to support independently organized sports activities subject to risk mitigation procedures;

CARRIED

22-168

MOVED BY: C. Dwyer

SECONDED BY: B. Leudke

BE IT REOLVED THAT Council receive correspondence from Billy Douglas and Travis Goodyear regarding the request for access to recreational sports equipment to support independently organized sports activities subject to risk mitigation procedures;

AND FURTHER THAT Council support this request and direct staff to authorize Billy Douglas or Travis Goodyear to have a key to access the Arena for use of the recreational sports equipment for independently organized sports.

CARRIED

Resolution from Other Municipalities:

BY-LAWS

COMMITTEE MEETINGS

UNFINISHED BUSINESS

NEW BUSINESS

NOTICE OF MOTION

Councillor Harding would like to have a notice of motion in regards of Highway 11 Safety.

QUESTIONS FROM PUBLIC - ITEMS ON THE AGENDA

S. Prefasi asked a question related to declaration of conflict process.

R. Prefasi asked a question regarding memo 2022-M-062.

S. Prefasi and R. Prefasi provided positive compliments on the meeting.

CONFIRMATION BY-LAW

22-170

MOVED BY: J. Shymko

SECONDED BY: C. Dwyer

BE IT RESOLVED THAT By-law 22-1617, being a by-law to confirm the proceedings of the Council of the Corporation of the Municipality of Temagami, be taken as read a first, second and third time and finally passed this 26th day of May, 2022;

AND FURTHER THAT the said by-law be signed by the Mayor and Clerk and recorded in the by-law book.

CARRIED

ADJOURNMENT

22-171

MOVED BY: M. Youngs

SECONDED BY: J. Shymko

BE IT RESOLVED THAT this meeting adjourn at 9:43 p.m.

CARRIED

Mayor

Clerk



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

**SPECIAL COUNCIL MEETING
DRAFT MINUTES**

Thursday, May 26, 2022, 6:30 P.M.

PRESENT: D. O'Mara, C. Dwyer, B. Leudke, J. Harding, M. Youngs, J. Shymko
ABSENT: J. Koistinen

STAFF: C. Davidson, S. Fournier, D. Bell, J. Sanderson

PURPOSE OF THIS SPECIAL MEETING

A Public Meeting of Council to be held on May 26, 2022 at 6:30 p.m. by electronic participation is for Council to receive comments pertaining to a Zoning By-Law amendment for 4570 Highway 11 North.

CALL TO ORDER AND ROLL CALL

Mayor O'Mara called the meeting to order at 6:32 pm.
There were 7 people in the Electronic Participation. The Mayor called the Roll.

DECLARATION OF CONFLICT OR PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Mayor requested disclosure of pecuniary interest. Administration reported that none were received prior to the meeting. There were no other disclosure made.

DELEGATIONS/ PRESENTATIONS

**4570 Highway 11 North - ZBA 22-01
22-150**

MOVED BY: C. Dwyer
SECONDED BY: J. Shymko

BE IT RESOLVED THAT Council receives the Information Planning Report dated May 26, 2022, respecting Zoning By-law Amendment No. 22-01; and,

AND FURTHER THAT Council directs staff to prepare a subsequent Recommendation Planning Report, for presentation to Council at a subsequent Council Meeting, that considers the feedback and comments received at the May 26, 2022 Statutory Public Meeting.

CARRIED

ADJOURNMENT

Mayor O'Mara declared the Public Meeting Closed at 6:53 p.m.

Mayor

Clerk



THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

**REGULAR COUNCIL MEETING
DRAFT MINUTES**

Tuesday, May 31, 2022, 6:30 P.M.

PRESENT: D. O’Mara, C. Dwyer, J. Harding, J. Shymko,
J. Koistinen (*arrived at 6:50 pm*)

ABSENT B. Leudke, M. Youngs

FACITATOR: P. Young-Lovelace

FUTURE BOARD: S. Casper, D. Paradis, D. Taylor, M. Brooker, D, Buckles, A. Avarad

STAFF: C. Davidson, S. Pandolfo

Purpose of the Special Meeting of Council was to have a facilitated session with the future members of the Board of Directors of the Temagami Economic Development Corporation.

CALL TO ORDER AND ROLL CALL

Mayor O’Mara called the meeting to order at 6:35 pm.
There was 1 person in the audience. The Mayor called the Roll.

DECLARATION OF CONFLICT OR PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Mayor requested disclosure of pecuniary interest. Administration reported that none were received prior to the meeting. There were no other disclosures made.

NEW BUSINESS

Mayor O’Mara introduced Ms. Young-Lovelace and turned the meeting over to her. The group was led through a session discussing and validating the vision and mission statements for the TEDC.

J. Koistinen arrived at 6:50 pm

ADJOURNMENT

22-172

MOVED BY: C. Dwyer
SECONDED BY: J. Shymko

BE IT RESOLVED THAT this meeting adjourn at 8:33 p.m.
CARRIED

Mayor

Clerk



Corporation of the Municipality of Temagami

Financial Statement Review and Year-End Audit Report

June 16, 2022

Page 12 of 233

Executive Summary

Purpose of the report

- The purpose of this Audit Findings Report is to assist you, as a member of Council in your review of the results of our audit of the financial statements of the Municipality of Temagami (“the Municipality”) as at and for the year ended December 31, 2021

Finalizing the audit

As of today, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Receipt of the signed management representation letter (to be signed upon approval of the financial statements)
- Completing our discussions with Council
- Obtaining evidence of the approval of the financial statements

Our audit report will be dated as of the date Council approves the financial statements (anticipated to be today’s date)

Audit Risks

- There were no significant audit risks identified

Materiality and Audit Adjustments

- We determined materiality and the corresponding audit misstatement posting threshold to be \$210,000 and \$10,500 respectively. Materiality was calculated using prior year expenses as a benchmark which was consistent with the prior year.
- Throughout the course of the audit work, all adjustments were corrected by management. There were no differences that remain uncorrected in the financial statements.

Audit Procedures

Systems Documentation

- Revenues
- Disbursements
- Payroll

Internal Control Testing

- Payroll

Substantive Testing

- Sampling
- Analytical Review
- Management Estimates
 - Overall, we are satisfied with the reasonability of accounting estimates. The estimates relate to the useful lives of capital assets and the landfill closure obligation.
 - We believe management’s process for identifying accounting estimates and developing estimates for these balances to be adequate. We did not identify any indicators of possible management bias.

Auditors' Report

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the Municipality of Temagami

Opinion

We have audited the consolidated financial statements of The Corporation of the Municipality of Temagami (the "Municipality"), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Municipality as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate,

Auditors' Report

to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Municipality's to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities with the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

- Unqualified or clean audit opinion
- Highest level of financial assurance available under the Canadian Auditing Standards
- Materiality for the engagement was set at \$210,000 with a posting threshold of \$10,500
- Statements are in draft pending Council approval

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 16, 2022

Statement of Financial Position

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash	\$ 3,440,945	\$ 3,452,757
Taxes receivable	838,294	955,418
Accounts receivable (note 3)	295,775	179,651
	<u>4,575,014</u>	<u>4,587,826</u>
Financial liabilities		
Accounts payable and accrued liabilities (note 4)	498,698	445,928
Deferred revenue	-	181,630
Long-term debt (note 5)	360,395	427,088
Landfill closure liabilities (note 6)	379,000	258,200
	<u>1,238,093</u>	<u>1,312,846</u>
Net financial assets	3,336,921	3,274,980
Non-financial assets		
Tangible capital assets (note 7)	14,785,631	14,769,215
Prepaid expenses	18,275	11,822
	<u>14,803,906</u>	<u>14,781,037</u>
Accumulated surplus (note 8)	<u>\$ 18,140,827</u>	<u>\$ 18,056,017</u>

Highlights

- Cash has decreased given that the cash from operating activities used to fund the capital purchases in the year and make the long term debt repayments was less than the surplus and cash flow from operating activities.
- Taxes receivable has decreased relating to an decrease in the taxes owing in the current and 3 year + captions offset by increases in the 1 and 2+ years in arrears amounts. The allowance for doubtful accounts is consistent with the prior year (see next slide)
- Account receivable has increased given two additional grants receivable which were outstanding at the year end *\$39K for ICIP grant for the Arena and funding through the Ministry of Northern Development, Mine Natural Resources and Forestry (\$102K) for the NORDS project.

Composition of Taxes Receivable

	2021	2020
Current year	\$272,729	\$379,003
1 year arrears	\$160,604	\$149,870
2 years arrears	\$86,056	\$82,976
3+ years arrears	\$283,133	\$292,282
Penalties and interest	185,772	201,287
Allowance for doubtful taxes	(\$150,000)	(\$150,000)
Total	\$838,294	\$955,418
As a percentage of levy	21%	24%

Statement of Financial Position

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash	\$ 3,440,945	\$ 3,452,757
Taxes receivable	838,294	955,418
Accounts receivable (note 3)	295,775	179,651
	<u>4,575,014</u>	<u>4,587,826</u>
Financial liabilities		
Accounts payable and accrued liabilities (note 4)	498,698	445,928
Deferred revenue	-	181,630
Long-term debt (note 5)	360,395	427,088
Landfill closure liabilities (note 6)	379,000	258,200
	<u>1,238,093</u>	<u>1,312,846</u>
Net financial assets	3,336,921	3,274,980
Non-financial assets		
Tangible capital assets (note 7)	14,785,631	14,769,215
Prepaid expenses	18,275	11,822
	<u>14,803,906</u>	<u>14,781,037</u>
Accumulated surplus (note 8)	\$ 18,140,827	\$ 18,056,017

Highlights

- Accounts payable has increased given an increase in payroll related obligations which include an increase in banked time payable, increased OMERs contributions along with an increase in trade accounts payable
- Deferred revenue has decreased as the funds carried over from the prior year were utilized in 2021 for capital purchases. No amounts were deferred at December 31, 2021.
- Long-term debt has decreased given the principal repayments made on the long-term debt
- Landfill liabilities have increased given the reports the reduction in the number of remaining years for the one landfill site as well as a change in the discount rate (given the current interest rate environment)
- Capital assets have increased on an overall basis as a result of the amortization of \$1,028 million and the capital asset additions of \$1.084 million

Significant Tangible Capital Asset Additions

Statement of Operations

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	Budget 2021	Actual 2021	Actual 2020
	(note 11)		
Revenues:			
Operating revenues:			
Municipal taxation	\$ 4,019,861	\$ 4,027,011	\$ 3,976,472
User charges	972,156	865,064	901,608
Provincial grants	1,792,788	1,839,657	1,973,102
Federal grants	30,000	11,973	48,893
Investment income	36,000	19,642	23,755
Penalties and interest on taxes	80,000	109,181	105,936
Provincial Offences Act	10,000	10,158	5,153
Other	1,719,800	270,114	150,424
	8,660,605	7,152,800	7,185,343
Capital revenues:			
Provincial grants	53,000	53,168	53,168
Federal grants	49,000	99,775	48,659
	102,000	152,943	101,827
Total revenues	8,762,605	7,305,743	7,287,170
Expenses:			
General government	1,652,500	1,117,296	1,187,783
Protection to persons and property	849,720	774,208	795,265
Transportation services	1,641,772	1,199,151	1,101,820
Environmental services	2,881,223	1,367,329	1,326,256
Health services	772,184	796,246	701,831
Social and family services	1,357,641	1,357,607	1,281,726
Recreational and cultural services	451,525	346,919	385,117
Planning and development	236,800	262,177	223,264
Total expenses	9,843,365	7,220,933	7,003,062
Annual surplus (deficit)	(1,080,760)	84,810	284,108
Accumulated surplus, beginning of year	18,056,017	18,056,017	17,771,909
Accumulated surplus, end of year	\$ 16,975,257	\$ 18,140,827	\$ 18,056,017

Highlights

- Taxation increase of \$51K
 - No significant changes to note in the year
- User charges have decreased by \$35K mainly as a result of lower MTO recoveries noted in the year (\$30K)
- Province of Ontario grants have decreased as a result of OMPF funding in the year along with a decrease in the modernization recognized in 2022 when compared to 2021
- Federal grants have decreased as the prior year included federal development funding that did not repeat in 2022
- Other revenue
 - Increase in other revenue is relating to increased recycling revenue noted in the current year along with additional community para-medicine revenue noted from the DSSAB in the current year
- Capital revenues:
 - Federal Gas Tax – \$99K
 - Provincial OCIF Funding - \$53K

Statement of Operations

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Operations and Accumulated Surplus

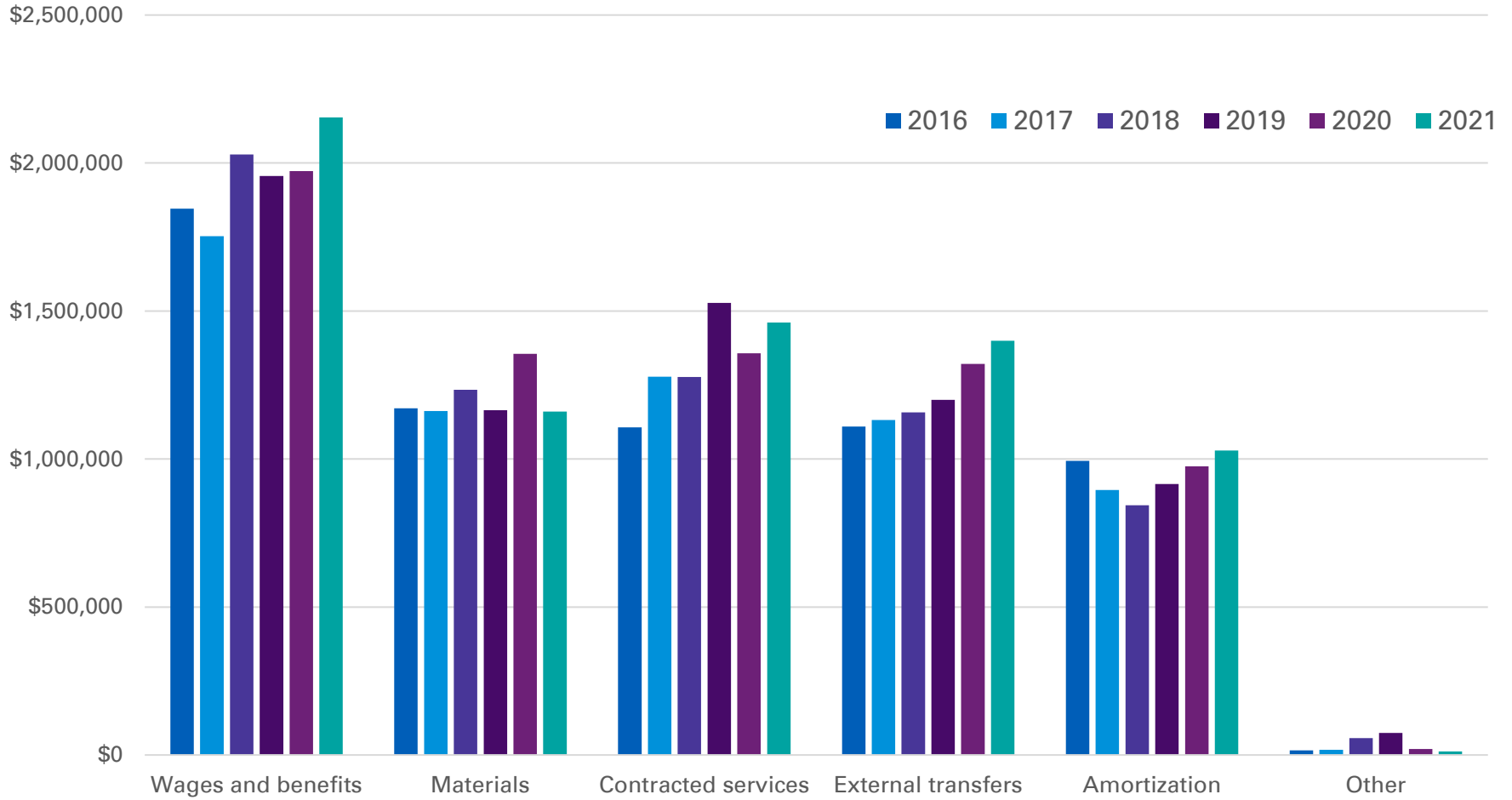
Year ended December 31, 2021, with comparative information for 2020

	Budget 2021 (note 11)	Actual 2021	Actual 2020
Revenues:			
Operating revenues:			
Municipal taxation	\$ 4,019,861	\$ 4,027,011	\$ 3,976,472
User charges	972,156	865,064	901,608
Provincial grants	1,792,788	1,839,657	1,973,102
Federal grants	30,000	11,973	48,893
Investment income	36,000	19,642	23,755
Penalties and interest on taxes	80,000	109,181	105,936
Provincial Offences Act	10,000	10,158	5,153
Other	1,719,800	270,114	150,424
	8,660,605	7,152,800	7,185,343
Capital revenues:			
Provincial grants	53,000	53,168	53,168
Federal grants	49,000	99,775	48,659
	102,000	152,943	101,827
Total revenues	8,762,605	7,305,743	7,287,170
Expenses:			
General government	1,652,500	1,117,296	1,187,783
Protection to persons and property	849,720	774,208	795,265
Transportation services	1,641,772	1,199,151	1,101,820
Environmental services	2,881,223	1,367,329	1,326,256
Health services	772,184	796,246	701,831
Social and family services	1,357,641	1,357,607	1,281,726
Recreational and cultural services	451,525	346,919	385,117
Planning and development	236,800	262,177	223,264
Total expenses	9,843,365	7,220,933	7,003,062
Annual surplus (deficit)	(1,080,760)	84,810	284,108
Accumulated surplus, beginning of year	18,056,017	18,056,017	17,771,909
Accumulated surplus, end of year	\$ 16,975,257	\$ 18,140,827	\$ 18,056,017

Highlights

- Total expenses have increased \$217K in the current year but are below the budgeted expenses
- Transportation services have increased as a result of increased repairs and maintenance costs and increased salaries and benefits noted in the year
- Environmental services have increased in 2021 as a result of the change in the landfill closure accrual noted in 2021 (\$20K increase). The remainder of the expenses were fairly consistent year over year
- Health services have increased as a result of additional salaries and benefits along with additional professional fees noted in 2021
- Social and family services have increased in 2021. These increases are further described as part of the Note 2 to the financial statements (Additional amounts expensed to the Nipissing Social Services Board).

Operating Expenses



Statement of Changes in Net Financial Assets

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ 84,810	\$ 284,108
Acquisition of tangible capital assets	(1,084,661)	(706,296)
Amortization of tangible capital assets	1,028,348	975,143
Loss on disposition of tangible capital assets	16,700	-
Proceeds on sale of tangible capital assets	23,197	-
Change in prepaid expenses	(6,453)	(11,822)
Change in net financial assets	61,941	541,133
Net financial assets, beginning of year	3,274,980	2,733,847
Net financial assets, end of year	\$ 3,336,921	\$ 3,274,980

Highlights

- The Municipality's net financial assets has increased by \$61K mainly as a result of the current year surplus
- Reminder of the capital asset additions which are detailed on page 9

Accumulated Surplus

8. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2021	2020
Surplus (deficit):		
Invested in tangible capital assets	\$ 14,785,631	\$ 14,769,215
Amounts to be recovered:		
Unfinanced municipal debt – grader and plow	(360,395)	(427,088)
Equity in tangible capital assets	14,425,236	14,342,127
Reserves set aside by Council for:		
Discretionary Capital Reserves:		
- Working capital	390,000	390,000
- Landfill closure costs	165,000	150,000
- Arena	80,474	80,474
- Public Works Complex	509,400	509,400
- Future Improvements Lake Temagami Access Road	200,000	193,000
- Marten River Fire	307,000	257,000
- Official Plan Review	47,230	94,230
- Temagami Fire	130,500	80,500
- Future IPM Town Road	76,095	251,095
- Welcome Centre – Generator Primary EOC	50,000	50,000
- Loan Reserve	112,981	112,981
- Cemetery Columbarium / Memory Wall	4,313	4,313
- Community Improvement Plan	10,000	10,000
- Library	48,369	37,579
- Ambulance Building	32,820	20,820
- Cannabis	10,000	10,000
- COVID Funding	96,652	113,056
- Big Canoe	100	100
	2,270,934	2,364,548
Other Reserves:		
- Discretionary Operating	857,041	757,863
- Tax Rate Stabilization	267,031	267,031
- Dedicated Water and Wastewater Capital	320,585	294,448
- Ambulance Operating	–	30,000
	1,444,657	1,349,342
Total reserves	3,715,591	3,713,890
Accumulated surplus	\$ 18,140,827	\$ 18,056,017

Highlights

- The Municipality's total accumulated surplus amounted to \$18.1 million, consisting of:
 - \$14.7 million which has been spent and invested in the tangible capital assets
 - \$2.27 million in reserves set aside by Council (discretionary capital purposes)
 - \$1.44 million included in other reserves (for discretionary operating dollars)

Matters for Communication

Audit is complete pending:

- Council approval of financial statements
- Receipt of signed representation letter

No significant difficulties encountered during the course of our audit procedures:

- No changes to our initial audit planned audit approach
- No disagreements or difficulties with management

All audit adjustments have been recorded within the financial statements and no unadjusted audit differences above our posting threshold to note

No significant internal control weaknesses noted

Matters for Communication

Asset Retirement Obligations

Disclosure of future accounting pronouncements is optional for the Municipality. As is consistent throughout the sector, upcoming accounting pronouncements are not disclosed within the financial statements.

- A new standard, *PS3280 Asset Retirement Obligations*, has been approved that is effective for fiscal years beginning on or after April 1, 2022.
- The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs would be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area.
- The ARO standard would require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability would be added to the historical cost of the asset and amortized over its useful life.
- As a result of the new standard, the public sector entity would have to:
 - consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;
 - carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirement.

This standard will impact the 2023 financial statements with an adjustment made within opening net assets as of January 1, 2022 assuming the modified retroactive approach to adoption is used. The Municipality will be considering the potential effects and coordinating with resources to estimate the value of potential AROs. We will work with the Municipality over the next year to ensure a consistent approach is utilized when compared to others in the sector and will provide guidance there needed.



Thank you



kpmg.ca



© 2021 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

Consolidated Financial Statements of

**THE CORPORATION OF THE
MUNICIPALITY OF TEMAGAMI**

Year ended December 31, 2021

DRAFT

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Index to Consolidated Financial Statements

Year ended December 31, 2021

	Page
Management's Responsibility for the Consolidated Financial Statements	
Independent Auditors' Report	
Consolidated Statement of Financial Position	1
Consolidated Statement of Operations and Accumulated Surplus	2
Consolidated Statement of Changes in Net Financial Assets	3
Consolidated Statement of Cash Flows	4
Notes to Consolidated Financial Statements	5 - 17
Schedule to Note 15 - Segmented Information	18 – 19

DRAFT

Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of The Corporation of the Municipality of Temagami (the "Municipality") are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of The Chartered Professional Accountants Canada. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by Management.

Council meets with Management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Municipality. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

Treasurer/Administrator

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the Municipality of Temagami

Opinion

We have audited the consolidated financial statements of The Corporation of the Municipality of Temagami (the "Municipality"), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Municipality as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of

financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the

Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Municipality's to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities with the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 16, 2022

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash	\$ 3,440,945	\$ 3,452,757
Taxes receivable	838,294	955,418
Accounts receivable (note 3)	295,775	179,651
	<u>4,575,014</u>	<u>4,587,826</u>
Financial liabilities		
Accounts payable and accrued liabilities (note 4)	498,698	445,928
Deferred revenue	-	181,630
Long-term debt (note 5)	360,395	427,088
Landfill closure liabilities (note 6)	379,000	258,200
	<u>1,238,093</u>	<u>1,312,846</u>
Net financial assets	3,336,921	3,274,980
Non-financial assets		
Tangible capital assets (note 7)	14,785,631	14,769,215
Prepaid expenses	18,275	11,822
	<u>14,803,906</u>	<u>14,781,037</u>
Accumulated surplus (note 8)	<u>\$ 18,140,827</u>	<u>\$ 18,056,017</u>

The accompanying notes are an integral part of this consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	Budget 2021	Actual 2021	Actual 2020
	(note 11)		
Revenues:			
Operating revenues:			
Municipal taxation	\$ 4,019,861	\$ 4,027,011	\$ 3,976,472
User charges	972,156	865,064	901,608
Provincial grants	1,792,788	1,839,657	1,973,102
Federal grants	30,000	11,973	48,893
Investment income	36,000	19,642	23,755
Penalties and interest on taxes	80,000	109,181	105,936
Provincial Offences Act	10,000	10,158	5,153
Other	1,719,800	270,114	150,424
	8,660,605	7,152,800	7,185,343
Capital revenues:			
Provincial grants	53,000	53,168	53,168
Federal grants	49,000	99,775	48,659
	102,000	152,943	101,827
Total revenues	8,762,605	7,305,743	7,287,170
Expenses:			
General government	1,652,500	1,117,296	1,187,783
Protection to persons and property	849,720	774,208	795,265
Transportation services	1,641,772	1,199,151	1,101,820
Environmental services	2,881,223	1,367,329	1,326,256
Health services	772,184	796,246	701,831
Social and family services	1,357,641	1,357,607	1,281,726
Recreational and cultural services	451,525	346,919	385,117
Planning and development	236,800	262,177	223,264
Total expenses	9,843,365	7,220,933	7,003,062
Annual surplus (deficit)	(1,080,760)	84,810	284,108
Accumulated surplus, beginning of year	18,056,017	18,056,017	17,771,909
Accumulated surplus, end of year	\$ 16,975,257	\$ 18,140,827	\$ 18,056,017

The accompanying notes are an integral part of this consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ 84,810	\$ 284,108
Acquisition of tangible capital assets	(1,084,661)	(706,296)
Amortization of tangible capital assets	1,028,348	975,143
Loss on disposition of tangible capital assets	16,700	-
Proceeds on sale of tangible capital assets	23,197	-
Change in prepaid expenses	(6,453)	(11,822)
Change in net financial assets	61,941	541,133
Net financial assets, beginning of year	3,274,980	2,733,847
Net financial assets, end of year	\$ 3,336,921	\$ 3,274,980

The accompanying notes are an integral part of this consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Consolidated Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 84,810	\$ 284,108
Items not involving cash:		
Amortization of tangible capital assets	1,028,348	975,143
Loss on disposition of tangible capital assets	16,700	-
Increase in landfill closure liabilities	120,800	100,300
	<u>1,250,658</u>	<u>1,359,551</u>
Change in non-cash assets and liabilities:		
Decrease (increase) in taxes receivable	117,124	(18,885)
(Increase) decrease in accounts receivable	(116,124)	17,918
Increase (decrease) in accounts payable and accrued liabilities	52,770	(230,504)
Increase prepaid expenses	(6,453)	(11,822)
Decrease in deferred revenue	(181,630)	(159,540)
Net change in cash from operating activities	<u>1,116,345</u>	<u>956,718</u>
Financing activities:		
Principal repayment on net long-term debt	(66,693)	(94,017)
Net change in financing activities	<u>(66,693)</u>	<u>(94,017)</u>
Capital activities:		
Proceeds on sale of tangible capital assets	23,197	-
Acquisition of tangible capital assets	(1,084,661)	(706,296)
Net change in cash from capital activities	<u>(1,061,464)</u>	<u>(706,296)</u>
Net change in cash	(11,812)	156,405
Cash, beginning of year	3,452,757	3,296,352
Cash, end of year	<u>\$ 3,440,945</u>	<u>\$ 3,452,757</u>

The accompanying notes are an integral part of this consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements

Year ended December 31, 2021

The Corporation of the Municipality of Temagami (the "Municipality") is a municipality in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act and other related legislation.

1. Significant accounting policies:

The consolidated financial statements of the Municipality are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board and the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Municipality are as follows:

(a) Reporting entity:

- (i) These consolidated financial statements reflect the assets, liabilities, revenues and expenses and include the activities of all committees of Council and the following boards which are under the control of Council:

- Parks and Recreation Committee
- Committee of Adjustment
- Planning and Advisory Committee
- Water Supply System
- Temagami Community Library
- Cemetery Board
- Temagami Ambulance Service

All interfund and inter-organizational transactions and balances between these organizations are eliminated.

- (ii) Non-consolidated entities:

The following entities are not consolidated within the consolidated financial statements of the Municipality:

- The District of Nipissing Social Services Administration Board
- Temiskaming Health Unit

- (iii) The Municipality collects taxation revenue on behalf of the school boards.

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards are not reflected in the municipal fund balances on these financial statements (note 9).

- (iv) Trust funds and their related operations administered by the Municipality are not included in these financial statements but are reported on separately on the Trust Funds Financial Statements.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(a) Reporting entity (continued):

(v) Revenue recognition:

Property tax billings are prepared by the Municipality based on assessment rolls issued by the Municipal Property Assessment Corporation. Tax rates are established annually by Council, incorporating amounts to be raised for local services and amount the Municipality is required to collect on behalf of the Province of Ontario in respect of education taxes.

A normal part of the assessment process is the issue of supplementary assessment rolls which provide updated information with respect to changes in property assessments. Assessments and related property taxes are subject to appeal by ratepayers. Tax adjustments as a result of supplementary assessment and appeals are estimated based on historical results.

The Municipality is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the accounts in the period the interest and penalties are levied.

Government transfers which include provincial and federal grants are recognized in the period that the events giving rise to the transfer have occurred as long as: the transfer is authorized; the eligibility criteria, if any, have been met and the amount can be reasonable estimated. Government transfers received before these criteria have been met are recorded in the accounts as deferred revenue and are recognized as revenue in the period in which all of these criteria are met.

User fees and other revenues are recognized when the services are performed or goods are delivered, collection of the relevant receivable is probable, persuasive evidence of an arrangement exists and fees are fixed or determinable. Amounts received for future services are deferred until the service is provided.

(b) Basis of accounting:

(i) Accrual accounting:

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay. Amounts applied to specific operating and capital projects are recorded as revenue in the fiscal period in which the funds are expended on these projects.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(b) Basis of accounting (continued):

(ii) Pension plan and employee benefits:

The Municipality is an employer member of the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer, defined benefit pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the benefits. The Municipality has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles. The Municipality records as pension expense the current service cost, amortization of past service costs and interest costs related to the future employer contributions to the plan for the past employee service.

Vacation entitlements are accrued for as entitlements are earned.

(c) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, design, construction, development, improvement or betterment of the tangible capital asset. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land improvements	10 - 50
Buildings	10 - 50
Vehicles	10 - 25
Equipment	5 - 20
Heavy equipment	10 - 25
Roads	10 - 30
Water distribution lines	40 - 50
Sewer distribution lines	40 - 50

Landfill sites are amortized using the units of production method based upon capacity used during the year.

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

1. Significant accounting policies (continued):

(d) Deferred revenues:

Grants, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used in the conduct of certain projects or the completion of specific work. In addition, certain fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, or the services are performed.

A requirement for local governments is that the obligatory reserve funds be reported as deferred revenue. This requirement is in place as provincial legislation and other agreements restrict how these funds may be used and under certain circumstances these funds may possibly be refunded. Given the restriction in use until spent on qualifying projects or expenses these amounts are deferred.

(e) Landfill liability:

The liability for closure of operational sites and post-closure care has been recognized based on estimated future expenses, estimated inflation and the usage of the site's capacity during the year.

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year combined with the annual surplus provides the change in net financial assets for the year.

(g) Reserves:

Certain amounts, as approved by Council, are set aside in reserves for future operating and capital purposes. Transfers to and/or from reserves are recorded as an adjustment to the respective fund when approved.

(h) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the periods specified. Significant items subject to such estimates and assumptions include the valuation allowances for taxes and accounts receivable, the carrying value of tangible capital assets and provisions for accrued liabilities and landfill closure liabilities.

Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

2. Contributions to non-consolidated entities:

Further to note 1(a)(ii), the following contributions were made by the Municipality to these entities:

	2021	2020
The District of Nipissing Social Services Administration Board	\$ 955,621	\$ 933,954
Temiskaming Health Unit	41,884	39,889
	\$ 997,505	\$ 973,843

3. Accounts receivable:

	2021	2020
Government of Canada - HST	\$ 117,181	\$ 78,845
Province of Ontario - Grants	141,018	50,603
Other	47,576	60,203
Allowance for doubtful accounts	(10,000)	(10,000)
	\$ 295,775	\$ 179,651

4. Accounts payable and accrued liabilities:

	2021	2020
Trade and miscellaneous	\$ 351,396	\$ 356,781
Personnel related obligations	147,302	89,147
	\$ 498,698	\$ 445,928

5. Long-term debt:

Municipal debt reported on the consolidated statement of financial position is made up of the following:

	2021	2020
Bank of Nova Scotia demand loan payable \$5,558 monthly plus interest at prime plus 0%, due May 2027	\$ 360,395	\$ 427,088
	\$ 360,395	\$ 427,088

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

5. Long-term debt (continued):

Principal repayments on the municipal debt are as follows:

2022	\$	66,693
2023		66,693
2024		66,693
2025		66,693
Thereafter		93,623
	\$	360,395

6. Landfill closure liabilities:

The Environmental Protection Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. This requirement is to be provided for over the estimated life of the landfill sites based on usage.

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liability is based on estimates and assumptions with respect to events extending over terms using the best information available to management. Future events may result in significant changes to the estimated total expenditures; capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

Estimated total expenditures represent the sum of the discounted future cash flows for closure and post-closure care activities discounted at the risk-free rate adjusted for the effect of the Municipality's credit standing of 4.19%. The estimated total landfill closure and post-closure care expenditures are calculated to be \$260,900 (2020 - \$258,200). The estimated liability for these expenditures is recognized as the landfill site's capacity is used.

The estimated remaining capacity of the landfill sites is 31,150 cubic meters. The Municipality has established a reserve of \$165,000 to date to provide for these obligations.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements

Year ended December 31, 2021

7. Tangible capital assets:

Cost	Balance at December 31, 2020	Additions	Disposals	Balance at December 31, 2021
Land	\$ 144,542	\$ -	\$ -	\$ 144,542
Land improvements	2,909,806	530,479	-	3,440,285
Buildings	10,209,750	109,092	-	10,318,842
Vehicles	293,166	-	(113,707)	179,459
Equipment	6,004,292	158,254	(66,340)	6,096,206
Heavy equipment	2,036,592	71,470	(204,595)	1,903,467
Roads	3,891,697	41,289	-	3,932,986
Water distribution lines	3,213,967	-	-	3,213,967
Sewer distribution lines	3,849,902	-	-	3,849,902
Assets under construction	147,181	187,572	(13,495)	321,258
Total	\$ 32,700,895	\$ 1,098,156	\$ (398,137)	\$ 33,400,914

Accumulated Amortization	Balance at December 31, 2020	Disposals	Amortization	Balance at December 31, 2021
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	546,032	-	114,383	660,415
Buildings	3,369,961	-	234,001	3,603,962
Vehicles	223,740	(113,707)	10,114	120,147
Equipment	3,151,060	(26,443)	302,699	3,427,316
Heavy equipment	828,988	(204,595)	107,910	732,303
Roads	3,454,420	-	117,964	3,572,384
Water distribution lines	2,892,568	-	64,279	2,956,847
Sewer distribution lines	3,464,911	-	76,998	3,541,909
Total	\$ 17,931,680	\$ (344,745)	\$ 1,028,348	\$ 18,615,283

	Net book value, December 31, 2020	Net book value, December 31, 2021
Land	\$ 144,542	\$ 144,542
Land improvements	2,363,774	2,779,870
Buildings	6,839,789	6,714,880
Vehicles	69,426	59,312
Equipment	2,853,232	2,668,890
Heavy equipment	1,207,604	1,171,164
Roads	437,277	360,602
Water distribution lines	321,399	257,120
Sewer distribution lines	384,991	307,993
Assets under construction	147,181	321,258
Total	\$ 14,769,215	\$ 14,785,631

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements

Year ended December 31, 2021

7. Tangible capital assets (continued):

Cost	Balance at December 31, 2019	Additions	Disposals	Balance at December 31, 2020
Land	\$ 144,542	\$ -	\$ -	\$ 144,542
Land improvements	2,755,548	154,258	-	2,909,806
Buildings	10,160,029	49,721	-	10,209,750
Vehicles	222,883	70,283	-	293,166
Equipment	5,800,302	237,090	(33,100)	6,004,292
Heavy equipment	2,036,592	-	-	2,036,592
Roads	3,732,859	158,838	-	3,891,697
Water distribution lines	3,213,967	-	-	3,213,967
Sewer distribution lines	3,849,902	-	-	3,849,902
Assets under construction	111,075	39,848	(3,742)	147,181
Total	\$ 32,027,699	\$ 710,038	\$ (36,842)	\$ 32,700,895

Accumulated Amortization	Balance at December 31, 2019	Disposals	Amortization	Balance at December 31, 2020
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	443,128	-	102,904	546,032
Buildings	3,138,142	-	231,819	3,369,961
Vehicles	210,687	-	13,053	223,740
Equipment	2,881,226	(33,100)	302,934	3,151,060
Heavy equipment	728,225	-	100,763	828,988
Roads	3,372,027	-	82,393	3,454,420
Water distribution lines	2,828,289	-	64,279	2,892,568
Sewer distribution lines	3,387,913	-	76,998	3,464,911
Total	\$ 16,989,637	\$ (33,100)	\$ 975,143	\$ 17,931,680

	Net book value, December 31, 2019	Net book value, December 31, 2020
Land	\$ 144,542	\$ 144,542
Land improvements	2,312,420	2,363,774
Buildings	7,021,887	6,839,789
Vehicles	12,196	69,426
Equipment	2,919,076	2,853,232
Heavy equipment	1,308,367	1,207,604
Roads	360,832	437,277
Water distribution lines	385,678	321,399
Sewer distribution lines	461,989	384,991
Assets under construction	111,075	147,181
Total	\$ 15,038,062	\$ 14,769,215

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

8. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2021	2020
Surplus (deficit):		
Invested in tangible capital assets	\$ 14,785,631	\$ 14,769,215
Amounts to be recovered:		
Unfinanced municipal debt – grader and plow	(360,395)	(427,088)
Equity in tangible capital assets	14,425,236	14,342,127
Reserves set aside by Council for:		
Discretionary Capital Reserves:		
- Working capital	390,000	390,000
- Landfill closure costs	165,000	150,000
- Arena	80,474	80,474
- Public Works Complex	509,400	509,400
- Future Improvements Lake Temagami Access Road	200,000	193,000
- Marten River Fire	307,000	257,000
- Official Plan Review	47,230	94,230
- Temagami Fire	130,500	80,500
- Future IPM Town Road	76,095	251,095
- Welcome Centre – Generator Primary EOC	50,000	50,000
- Loan Reserve	112,981	112,981
- Cemetery Columbarium / Memory Wall	4,313	4,313
- Community Improvement Plan	10,000	10,000
- Library	48,369	37,579
- Ambulance Building	32,820	20,820
- Cannabis	10,000	10,000
- COVID Funding	96,652	113,056
- Big Canoe	100	100
	2,270,934	2,364,548
Other Reserves:		
- Discretionary Operating	857,041	757,863
- Tax Rate Stabilization	267,031	267,031
- Dedicated Water and Wastewater Capital	320,585	294,448
- Ambulance Operating	–	30,000
	1,444,657	1,349,342
Total reserves	3,715,591	3,713,890
Accumulated surplus	\$ 18,140,827	\$ 18,056,017

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

9. Operations of school boards:

Further to note 1(a)(iii), the property taxes collected on behalf of the school boards are \$1,870,182 (2020 - \$1,951,572).

10. Pension agreement:

OMERS provides pension services to more than 500,000 active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the "Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2021. The results of this valuation disclosed total going concern actuarial liabilities of \$120,796 million (2020 - \$113,055 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of \$117,665 million (2020 - \$109,844 million) indicating a going concern actuarial deficit of \$3,131 million (2020 - \$3,211 million). Because OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees and the Authority's share is not determinable. As a result, the Municipality does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed to OMERS for 2021 was \$118,716 (2020 - \$103,425) and is included as an expense in the consolidated statement of operations and accumulated surplus.

11. Budget figures:

The budget adopted by Council was not prepared on a basis consistent with that used to report actual results according to Public Sector Accounting Standards. As a result, the budget figures presented in the consolidated statement of operations and accumulated surplus and change in net financial assets represent the financial plan adopted by Council with adjustment as follows:

Annual surplus per budget approved by Council	\$	–
Less:		
Internal reserve transfers		(725,260)
Add:		
Investment in tangible capital assets		(355,500)
Deficit per revised budget		<u>\$(1,080,760)</u>

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

12. Public Sector Salary Disclosure:

During 2021, two employees were paid a salary, as defined in the Public Sector Salary Disclosure Act, 1996, of \$100,000 or more by the Municipality.

13. Comparative information:

Certain of the 2021 comparative information have been reclassified to conform to the current year presentation.

14. Financial instruments:

The Municipality is exposed to various risks through its financial instruments. The following analysis provides information about the Municipality's risk exposure and concentration as of December 31, 2021.

(a) Credit risk:

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Municipality is exposed to credit risk from customers and ratepayers. The Municipality has a significant number of customers and ratepayers which minimizes concentration of credit risk. Further, the Municipality has available to it a tax registration process to recover unpaid municipal taxes by way of forced transfer of properties with multi-year arrears.

(b) Liquidity risk:

Liquidity risk is the risk that the Municipality cannot repay its obligations when they become due to its creditors. The Municipality is exposed to this risk relating to its accounts payable and accrued liabilities and long-term debt.

The Municipality reduces its exposure to liquidity risk by monitoring cash activities and expected outflow through extensive budgeting and maintaining enough cash and credit facilities available to repay creditors as they become due. In the opinion of management the liquidity risk exposure to the Municipality is low.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(c) Interest rate risk:

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Municipality manages exposure through its normal operating and financing activities. The Municipality is exposed to various risks through its financial instruments.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

14. Financial instruments (continued):

(d) Other risks:

The Municipality's main sources of revenue are government operating grants, taxation revenue and user charges. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The Municipality halted most in-person activity for a period of time and moved to delivery on non-essential services in a virtual environment. All essential services remained provided through in-person service delivery based on recommendations from Public Health Ontario. In the summer of 2020, certain in person services restarted with the organization currently utilizing a hybrid model for the delivery of services in compliance with Public Health regulations.

In response to the adverse impact the pandemic has had on certain revenue streams, the Municipality has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$176,018.

The impact of COVID-19 is expected to negatively impact operations for a duration that cannot be reasonably predicted. The further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time. Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the Municipality is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

15. Segmented information:

The Municipality of Temagami is a diversified municipal government institution that provides a wide range of services to its citizens, including General Government Services, Protection Services, Transportation Services, Environmental Services, Health Services, Social and Family Services, Recreational and Cultural Services and Planning and Development Services. Service areas were created for the purposes of recording specific activities to attain certain objectives in accordance with regulations, restrictions or limitations (see Schedule to note).

Municipal Services are provided by departments and their activities are reported in these Service Areas. Departments disclosed in the Segmented Information, along with the services they provide, are as follows:

General Government Services

The Departments within General Government Services are responsible for adopting bylaws; adopting administrative policy; levying taxes; acquiring, disposing and managing Municipal assets; ensuring effective financial management; monitoring performance and ensuring that high quality Municipal Service standards are met.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2021

15. Segmented information (continued):

Protection Services

Services provided in this segment include the enforcement of laws, prevention of crime, and maintenance of peace, order, and security by protecting life, property and the environment through the provision of emergency response, thus ensuring safe homes and safe communities.

Transportation Services

Areas of responsibility include planning, design, construction, cleaning, repair, snow removal and signage.

Environmental Services

The environmental services include water and sewer services as well as garbage and recycling services.

Water and Sewer services include the operation and distribution of water and networking sewer mains, storm sewers and the pump station.

Health Services

The Municipality funds a range of public health services and provides cemetery services through the health unit.

Social and Family Services

The services are provided indirectly by the Municipality through the District Social Services Board and include family and children's services and housing services.

Recreation and Cultural Services

The Department is responsible for providing, facilitating the development of, and maintaining high quality parks, recreational facilities, and cultural services.

Planning and Development

The Planning and Development Department is responsible for preparing land use plans, bylaws and policies for sustainable development of the Municipality and for reviewing and approving new development.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Schedule to Note 15 - Segmented Information (continued)

Year ended December 31, 2021

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social & Family Services	Recreation & Cultural Services	Planning and Development	Total 2021
Revenues:									
Operating revenues:									
User charges	\$ 58,538	\$ 29,293	\$ 18,402	\$ 719,588	\$ 10,397	\$ -	\$ 13,642	\$ 15,204	\$ 865,064
Provincial grants	1,183,645	-	-	-	647,376	-	8,636	-	1,839,657
Federal grants	-	-	-	-	-	-	11,973	-	11,973
Investment income	19,642	-	-	-	-	-	-	-	19,642
Penalties and interest on taxes	109,181	-	-	-	-	-	-	-	109,181
Provincial Offences Act	-	10,158	-	-	-	-	-	-	10,158
Other	15,411	17,816	25,363	78,022	77,874	-	7,231	48,397	270,114
Capital revenues:									
Provincial grants	-	-	53,168	-	-	-	-	-	53,168
Federal grants	99,775	-	-	-	-	-	-	-	99,775
Total revenues	1,486,192	57,267	96,933	797,610	735,647	-	41,482	63,601	3,278,732
Expenses:									
Salaries, wages and benefits	504,348	139,270	515,945	74,726	636,854	-	158,094	125,100	2,154,337
Long-term debt interest	-	-	9,659	-	1,928	-	-	-	11,587
Materials	297,143	107,024	316,001	240,320	111,206	-	72,773	15,776	1,160,243
Contracted services	172,867	469,644	41,485	647,607	-	-	8,443	121,301	1,461,347
Rents and financial	5,580	-	-	-	-	-	-	-	5,580
External transfers	-	-	-	-	41,884	1,357,607	-	-	1,399,491
Amortization of tangible capital assets	137,358	58,270	316,061	404,676	4,374	-	107,609	-	1,028,348
Total expenses	1,117,296	774,208	1,199,151	1,367,329	796,246	1,357,607	346,919	262,177	7,220,933
Funded through:									
Taxation									4,027,011
Annual surplus									\$ 84,810

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

Schedule to Note 15 - Segmented Information (continued)

Year ended December 31, 2021

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social & Family Services	Recreation & Cultural Services	Planning and Development	Total 2020
Revenues:									
Operating revenues:									
User charges	\$ 56,391	\$ 53,395	\$ 18,444	\$ 733,374	\$ 13,903	\$ -	\$ 19,303	\$ 6,798	\$ 901,608
Provincial grants	1,249,013	-	-	-	677,098	-	8,636	38,355	1,973,102
Federal grants	-	-	-	-	-	-	23,184	25,709	48,893
Investment income	23,755	-	-	-	-	-	-	-	23,755
Penalties and interest on taxes	105,936	-	-	-	-	-	-	-	105,936
Provincial Offences Act	-	5,153	-	-	-	-	-	-	5,153
Other	34,041	24,409	10,286	315	-	-	27,445	53,928	150,424
Capital revenues:									
Provincial grants	-	-	53,168	-	-	-	-	-	53,168
Federal grants	48,659	-	-	-	-	-	-	-	48,659
Total revenues	1,517,795	82,957	81,898	733,689	691,001	-	78,568	124,790	3,310,698
Expenses:									
Salaries, wages and benefits	421,412	144,857	484,788	43,898	567,932	-	166,829	143,031	1,972,747
Long-term debt interest	-	-	13,067	572	1,375	-	-	-	15,014
Materials	474,073	106,464	299,999	280,370	88,261	-	102,342	4,343	1,355,852
Contracted services	144,546	489,203	29,748	611,638	-	-	9,108	73,396	1,357,639
Rents and financial	5,052	-	-	-	-	-	-	-	5,052
External transfers	-	-	-	-	39,889	1,281,726	-	-	1,321,615
Amortization of tangible capital assets	142,700	54,741	274,218	389,778	4,374	-	106,838	2,494	975,143
Total expenses	1,187,783	795,265	1,101,820	1,326,256	701,831	1,281,726	385,117	223,264	7,003,062
Funded through:									
Taxation									3,976,472
Annual surplus									\$ 284,108



Community Schools Alliance

Follow us on Twitter: @csaont

Find us on Facebook

www.communityschoolsalliance.ca

May 31, 2022

Memo: All members of the Community Schools Alliance

Our constitution provides for an Annual Meeting of the Alliance to be held every August in conjunction with the Annual General Meeting of the Association of Municipalities of Ontario. As you will recall, the 2020 Annual Meeting was cancelled because of the pandemic and the 2021 Annual Meeting was conducted virtually on Sunday, August 15, 2021.

This year we will hold a virtual Annual Meeting prior to the AMO AGM on **Tuesday, August 9, 2022 at 7 p.m.**

Following the Annual Meeting, we will be electing members to our Executive Committee. Information about registering for the virtual Annual Meeting and the election will be sent to you in late June.

Candidates for the Executive Committee must be either an elected member of a council whose municipality has joined the Community Schools Alliance or an individual who holds a personal membership as of July 1, 2022. A list of current members is in the footer below.

The Executive Committee is currently comprised of eleven (11) members. Because the three-year terms of three (3) of the current members expire August 31, 2022, there will be an election to fill those three (3) positions if there are more than three persons nominated.

The goals of the Community Schools Alliance are listed in our constitution which you will find on our website. If you support those goals and should you wish to be a candidate for election to our Executive Committee you must submit a nomination form by Monday, July 11, 2022. A blank nomination form is attached. Completed forms must be submitted to Vice-Chair Marcus Ryan (mryan@zorra.ca) or Secretary-Treasurer Jim Collard (jim@collards.com)

Doug Reycraft
Chair, Community Schools Alliance
181 Main Street
Glencoe ON N0L1M0

Current Executive Committee Members: Chair Doug Reycraft, Vice-Chair Marcus Ryan, Meghan Chumut, Jim Collard, Denis Doyle, Patricia Greig, Stephen Harvey, Stephanie Jaworski, Caroline Lowery, Stephen Townsend, Marigay Wilkins

**Ministry of Northern Development,
Mines, Natural Resources and
Forestry**

Resources Planning and Development
Policy Branch
Policy Division
300 Water Street
Peterborough, ON K9J 3C7

**Ministère du Développement du Nord,
des Mines, des Richesses Naturelles et
des Forêts**

Direction des politiques de planification et
d'exploitation des ressources
Division de l'élaboration des politiques
300, rue Water
Peterborough (Ontario) K9J 3C7

Subject: Decision Notice - Proposed Regulation Changes under the Aggregate Resources Act

Greetings,

Further to my letter dated January 11th, I am writing to inform you that a decision notice has been posted regarding the Proposed regulatory changes for the beneficial reuse of excess soil at pits and quarries in Ontario ([ERO #019-4801](#)). The Ministry of Northern Development, Mines, Natural Resources and Forestry made changes so that requirements in [Ontario Regulation 244/97](#) under the *Aggregate Resources Act* are consistent with provincial requirements that exist under the *Environmental Protection Act* for excess soil. The proposal was posted for 45 days and during that time we received over 390 comments from key stakeholders including industry, municipalities, Indigenous communities, community groups and individuals. Most comments received were supportive of consistency with the [Rules for Soil Management and Excess Soil Quality Standards](#) referenced in the [On-site and Excess Soil Management Regulation](#) under the *Environmental Protection Act*.

The amendments to *Ontario Regulation 244/97*, which take effect July 1, 2022, include:

- Alignment with the Soil Rules and Excess Soil Standards referenced in *Ontario Regulation 406/19 On-site and Excess Soil Management*
- Requirements for importation, storage, and placement of excess soil
- Specific quality standards for excess soil placed below the water table, or on Crown land
- Record-keeping requirements to document soil quality, quantity, source site(s), and final placement
- Requirements for licensees and permittees to retain a Qualified Person (i.e., professional engineer or geoscientist) for large sites that import more than 10,000 m³ of excess soil, or sites where excess soil will be placed below the water table
- Self-filing – for licences/permits approved before July 1, 2022, rules have been added that, when followed, enable some conditions to be removed from a site plan when filed with the ministry; and
- Other policy changes to support the beneficial reuse of excess soil at pits and quarries in Ontario

For complete details of these changes please refer to the decision notice posted on the Environmental Registry at the following address: www.ero.ontario.ca; then search for notice: **019-4801**.

If you have any questions about the new requirements, or should you require a French version of this letter, please contact us by email at aggregates@ontario.ca.

Sincerely

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

Jennifer Keyes,
Director, Resources Planning and Development Policy Branch



Mike Camp

705-622-1860

mikecampdesigns@hotmail.ca

www.mikecampdesigns.ca

Box 112, Swastika ON P0K 1T0

Youtube - Mike Camp Off-the-Grid



Corporation of the Municipality of Temagami

Memo No.
2022-M-172

Memorandum to Council

Subject: Council Vacancy

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council declare Councillor's Shymko's seat vacant;

AND FURTHER THAT Members of Council consider possible nominations to be made at the next Regular Session of Council.

INFORMATION

On June 8, 2022, Councillor Shymko filed a letter of resignation with the Clerk. In accordance with Section 260 of the Municipal Act, 2001, as amended, as this resignation would not reduce the number of Members of Council past quorum, the resignation is effective when received by the Municipal Clerk.

Section 262 of the Municipal Act, 2001, as amended, requires Council to declare this seat vacant at the next meeting which, in this case, is June 16, 2022.

Section 263 of the Municipal Act, 2001, as amended, requires this vacancy to be filled within 60 days by either appointing someone who has consented to accept if appointed or by holding a by-election. However, given that it is past March 31 of a year in which a regular election is being held, Section 65.2 of the Municipal Elections Act, 1996 effective removes the option of the by-election as "no By-Election shall be held to fill an office that becomes vacant after March 31, in the year of a regular election."

Section 263 goes on to say that a vacancy does not have to be filled if it occurs within 90 days before voting day of a regular election.

As the vacancy is occurring prior to July 26th (90 days prior to Municipal Election Day) the Municipal Act does require to fill the vacancy, by appointment, by August 14th (60 days after June 16th). In filling this vacancy Council could nominate potential candidates at the July 7th meeting of Council and then make the appointment at the meeting of July 28th to be consistent with legislation.

Presently, we are in the midst of the nomination period for the Municipal Election. This may alter how Council may wish to proceed.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator

Temagami Fire Department
Monthly Report of Activities
for the month of: *May 2022*

1 Activation

- May 22nd @ 12:42 pm – activated for a 2 vehicle collision with persons trapped; Hwy 11 at Herridge Lake – patients extricated prior to arrival, disconnect battery to eliminate power to airbags - 7 firefighters & 3 vehicles responded.

Training:

- 3 meetings: ground fire-fighting with hand tools, Pumper operations, drafting, setting up Port-a-tanks, SCBA Mask Fit-testing, equipment maintenance,

Fire Prevention:

- 1 Fire Safety inspection follow-up completed (request)
- 2 daytime burning authorizations issued
- 1 request for file search regarding outstanding orders on an property completed
- 1 Non-compliance for Fire Alarms & Extinguishers annual inspections outstanding
- 1 inquiry regarding Tanker accreditation replied to (*NO tanker accreditation*)

Fire Education:

- Regular radio “fire safety” announcements on CJTT
- Monthly community newsletter

Other:

- On behalf of the Province, Mayor O’Mara presented the *25 years of service medal* to Firefighter Ken Richardson, & *30 years of service bar* to Chief Sanderson. Presentation made at banquet attended by Temagami firefighters, council members and senior municipal staff
- Fire hose tester sent for repairs; replacement pressure pump or parts obsolete, hose tester is unserviceable – approximate replacement cost \$3,300.
- Posted a VEHICLE DONATION PROGRAM on the Municipal Website & Facebook page – we need scrap vehicles to provide vehicle extrication training to firefighters, and will provide a tax receipt up to \$500 in return for the donation
- Thanks to Jim & Kim Kitts at Temagami Marine for repairs to the hose bed cover on Pumper 1 at no cost to the Fire Department
- Chief attended May 2nd, 5th, & 26th Council meetings
- Chief attended Mutual Aid meeting, hosted by East Ferris Fire Department, May 25th
- Continue to wait for the Office of the Fire Marshal to provided details on how departments will be able to achieve certification for our firefighters, as set out in O. Reg 343/22 Firefighter Certification.

Jim Sanderson

Fire Chief, Temagami Fire Department

Date: *June 5 2022*



Corporation of the Municipality of Temagami

Memorandum to Council

Subject: Report from Treasurer/Administrator

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council receive the Treasurer/Administrator's Report dated June 16, 2022.

INFORMATION

Hybrid Meetings

Most of the equipment required to have the ability to host a hybrid meeting of Council has now arrived. We have experienced a slight delay in getting the Chambers ready for this as that space played host to the recent Provincial Election.

AMP 3.0

We have participated in an information call regarding Communities of Best Practice related to Municipal Asset Management Planning. Under the funding program, costs to support these communities would be funded for three years with the goal being a better working model of asset management planning for Ontario municipalities, especially the smaller places.

Canada Day

With the lifting of COVID related restrictions, Staff have been working on plans for Canada Day 2022. We are in the process of receiving donations to support a day of entertainment, bouncy castles and fireworks.

AMCTO

After a recent election for the Board of Directors for the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), I have been elected to the Board for a two-year term representing the Municipalities of AMCTO Zone 7.

Respectfully Submitted:

Craig Davidson

Treasurer/Administrator



Corporation of the Municipality of Temagami

Memo No.
2022-M-166

Memorandum to Council

Subject: Community Wellness Plan

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council adopt the Timiskaming District Community Safety and Well-Being Plan;

AND FURTHER THAT the Municipality of Temagami approve, in principle, a contribution for a Community Safety and Well-Being Plan resource, based on the current apportionments noted in communication received.

INFORMATION

The Province of Ontario requires each municipality/community to have a Community Safety and Well-Being Plan. As this requirement was coming into force, the decision was made to have our plan be consistent with the District of Timiskaming, especially since we are aligned with Timiskaming Public Health Unit and the Timiskaming Detachment of the Ontario Provincial Police.

On May 26, 2022, there was a presentation of this plan to municipal representative. Unfortunately, this conflicted with our Council meeting.

Attached to this report is the full plan as well as the slide deck that was made at the meeting of May 26th.

The recommendation presented above is what is being requested to finalize this process. Temagami's share of the implementation cost is \$2,633.00. Should Council wish more information, we could request a representative attend the next meeting of Council or Council can consider the recommendation above.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator

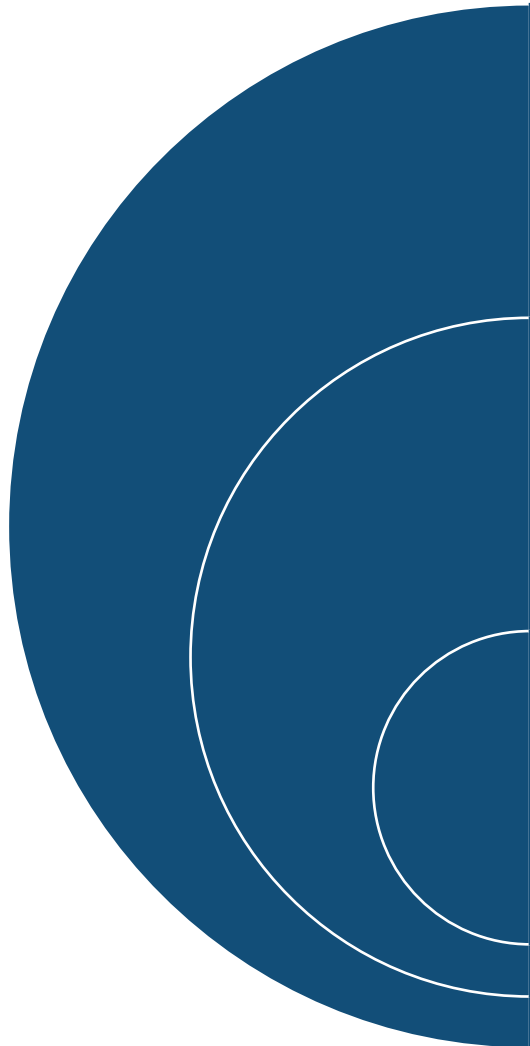


The District of Timiskaming

Community Safety and Well-being (CSWB) Plan:
Plan Presentation
May 26th, 2022







What's Included



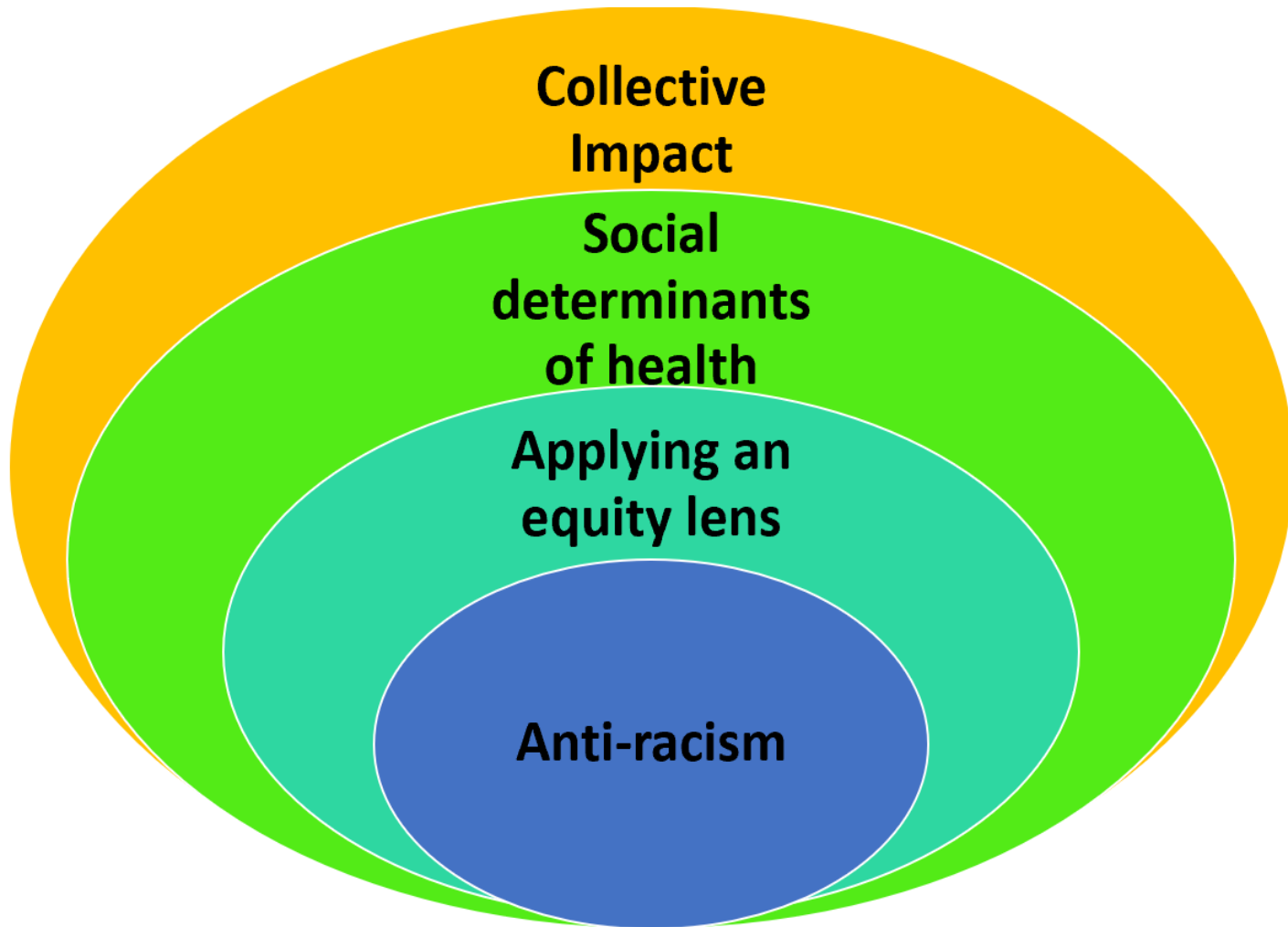
<h2>Executive Summary</h2>	<ul style="list-style-type: none">• Intent of the Plan• Plan Summary Table• Message from the Steering Committee
<h2>CSWB Background</h2>	<ul style="list-style-type: none">• Purpose of a CSWB Plan• Provincial Framework• Guiding Principles• Plan's development process & Advisory Committee
<h2>The Plan & Implementation</h2>	<ul style="list-style-type: none">• Priority Areas of Focus• Goals• Performance Measurement Framework• Implementing the Plan

Ministry Framework



-  Promoting and maintaining community safety and well-being
-  Proactively reducing identified risks
-  Mitigating situations of elevated risk
-  Critical and non-critical incident response

Guiding Principles



Project Process

Establishment of the Steering Committee and an Advisory Committee

Engagement with the Key Stakeholders in the District

District Community Safety and Well-Being Online Survey

Two Half-day Workshops with the Advisory Committee

Review and acceptance of the Plan

Priority Areas of Focus

Health & Well-being

Housing

Employment & Economy

Poverty

Community Safety

Environment & Sustainability

- 18 goals are identified within this plan to direct strategic actions that will focus the district's collective efforts for social development and prevention.
 - These goals were prioritized based on community need, impact, and local opportunities.
- Recognizing the large scope of community services, programs and development included in this plan, goals pertaining to all 25 sub-areas were not included in this first iteration of the CSWB plan.
 - As the implementation of the CSWB Plan progresses and the plan matures, there will be the opportunity to expand the goals encompassed by the plan and its Performance Measurement Framework.
- Suggested corresponding activities to achieve the goal outcomes are included in the plan. The activities ultimately pursued will be dependent on the resources available when implementing the plan and aligned with the assets and strengths present in the community at the time.
 - This will be part of the task of Implementation Working Groups to come.

Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>I.1 Ensure timely access to health services by increasing services and reducing wait times.</p> <p>I.2 Ensure health services are equitable and accessible to all by removing identified barriers.</p> <p>I.3 Reduce the incidence of mental health and substance misuse crises in the community.</p> <p>I.4. Increase access to quality and safe living arrangements at home for aging individuals, individuals with special or physical needs and caregivers.</p>					

Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>II.1 Increase available and affordable housing options for community residents through greater market inventory and access to subsidized housing and housing benefits.</p> <p>II.2 Create more pathways to housing through transitional and supportive housing options and services.</p> <p>II.3 Serve community members experiencing homelessness through expanded shelter services.</p>					

Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>III.1 Promote education, skills and training for local jobs to create career pathways for local workforce opportunities.</p> <p>III.2 Reduce unemployment and underemployment by helping individuals apply for jobs and pursue opportunities that match their level of education and skills.</p> <p>III.3 Reduce skilled job vacancies in the region by retaining post-secondary graduates as permanent residents and members of the local workforce.</p>					

Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>IV.1 Increase regional understanding of evidence-based strategies that address root causes of poverty such as basic income and living wages.</p> <p>IV.2 Improve availability of affordable public transportation throughout the region and increase the mobility for residents to work, shop, play and access services.</p> <p>IV.3 Reduce food insecurity experienced in the region.</p>					

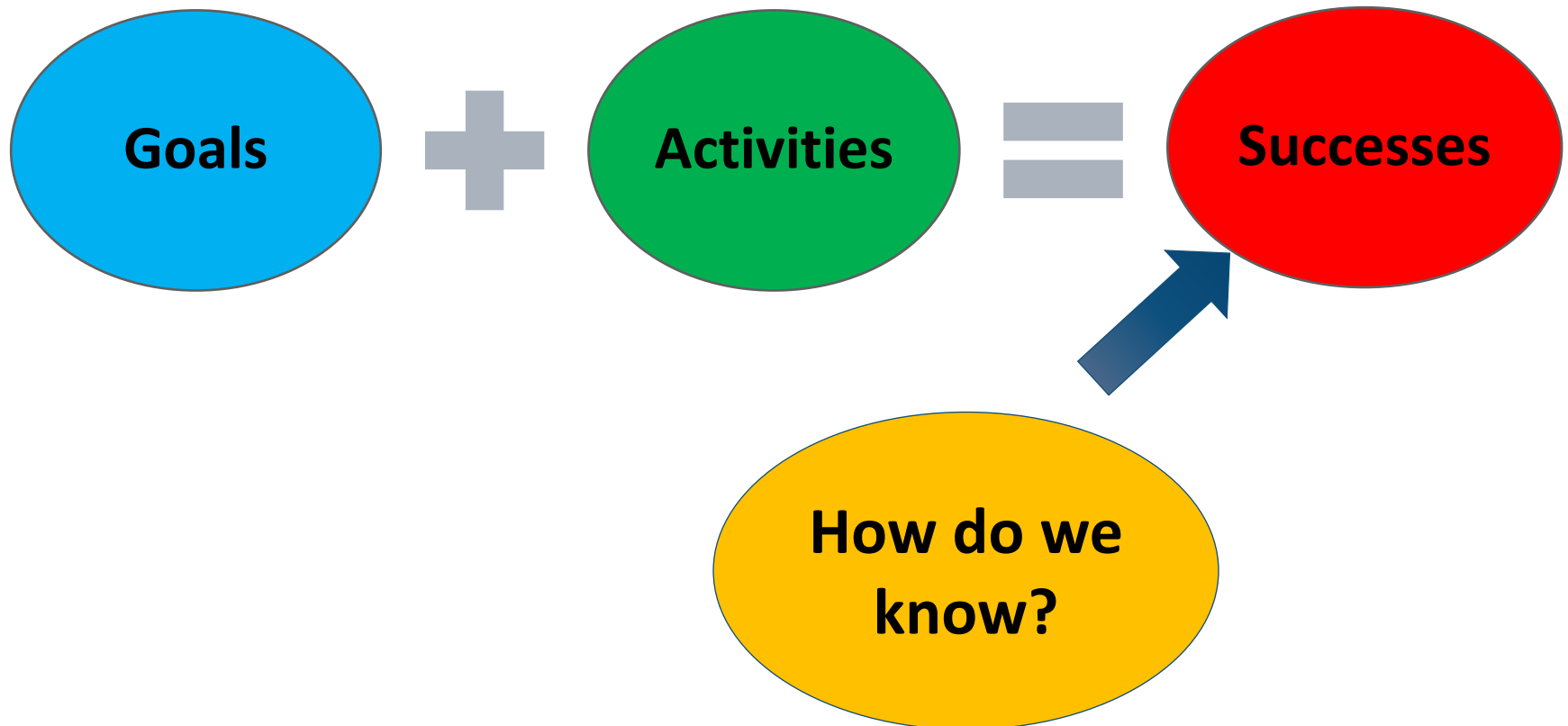
Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>V.1 Increase the public’s perception of safety and belonging in their communities.</p> <p>V.2 Improve road safety and reduce causal factors of roadway accidents.</p> <p>V.3 Ensure access to affordable justice for all residents.</p>					

Plan Goals

Priority Areas of Focus	Health & Well-being	Housing	Employment & Economy	Poverty	Community Safety	Environment & Sustainability
Goal Outcomes	<p>VI.1 Foster a sense of community and community building around the natural environment in the region</p> <p>VI.2 Create plans for mitigating effects of climate change and adverse natural events in communities.</p>					

Performance Measurement Framework: Why do we need this?



Performance Measurement Framework

II. Housing



Goal Outcomes	Indicators	Data Sources	Frequency
II.1 Increase available and affordable housing options for community residents through greater market inventory and access to subsidized housing and housing benefits.	II.1.M1 Number of housing development partnerships resulting in new builds II.1.M2 Community rental vacancy rates and average rental rates. II.1.M3 Percentage of households who spend >30% of income on shelter costs. II.1.M4 Average wait times for affordable housing applicants. II.1.M5 Number of seniors present on housing waitlist.	<ul style="list-style-type: none"> • DTSSAB • TMA • Statistics Canada 	Annual
II.2 Create more path ways to housing through transitional and supportive housing options and services.	II.2.M1 Number of individuals who are engaged in services designed to help obtain and/or retain housing. II.2.M2 Number of transitional housing units.	<ul style="list-style-type: none"> • DTSSAB • CMHA • Salvation Army 	Annual
II.3 Serve community members experiencing homelessness through expanded shelter services.	II.3.M1 Number of shelter beds. II.3.M2 Utilization of shelter services and average length of stay of shelter users.	<ul style="list-style-type: none"> • DTSSAB • Pavilion's Women's Centre • Zack's Crib • Timiskaming Home Support 	Annual
Suggested Activities: II.1.A1 Create a district housing assessment tool to scope, measure and evaluate the status and availability of affordable housing in the area. II.1.A2 Work with municipalities to create targets and measures for their affordable housing plans. II.2.A1 Build coalitions to develop new social and supportive housing. II.3.A1 Support the development, launch and operations of new shelters in the region, starting with Zack's Crib. II.3.A2 Utilise the By Name List, and keep current, as a tool to prioritise those who are in need of housing. II.3.A3 Create a working group on housing that adheres to the Reaching Home goals, funding and principles.			

- The establishment of baseline data and future targets can be added in forthcoming evaluation iterations.
- Currently, all indicators are identified as being reviewed on an annual basis, but this can be tailored based on the speed and relevance at which different data sources are collected.
- Additional data sources may be identified at later dates and can be used to update the plan or improve indicator fidelity.

CSWB Plan Implementation

- To create effective governance of a district wide CSWB Plan, it is recommended that a Plan Lead is established.
 - The Plan Lead could be one organization or a partnership of multiple organizations.
- The role of the Plan Lead would be the responsibility of organizing the necessary working groups for the implementation of the CSWB Plan and supporting the working groups' progress.
 - This would require capacity from the Plan Lead for both leadership (e.g., CSWB Plan Chair) and coordination (e.g., CSWB Plan Implementation Coordinator).
- The addition of a dedicated CSWB Plan resource is recommended to be made possible through the municipality funding based on apportionments.
- A district collective adoption and funding of the CSWB Plan:
 - More efficient for partner organizations,
 - Enable knowledge sharing and avoid duplication of efforts,
 - More effective in achieving outcomes through collective impact,
 - More cost effective.





Next Steps

- Acceptance and adoption of the Plan
 - Reports and Motions to Councils
 - Committing in principle to the funding allotments
- Transitioning into Implementation
 - Selection of the Plan Lead
 - Sharing of a detailed implementation budget plan
 - Development of the Working Groups

Sample Council Motion

- **BE IT RESOLVED That** the “Timiskaming District Community Safety and Well-Being Plan” attached to the Report to Council be adopted, **and**
- **That** the Town of XXX approve in principle a contribution for a Community Safety and Well-being (CSWB) Plan resource based on the current apportionments by the District of Timiskaming Social Services Administration Board (DTSSAB), resulting in a district wide funding approach.



Report To Council Sample

REPORT TO COUNCIL

Meeting Date: 07/06/2022

Report Number: 2022-CS-009

Presented by: Bonnie Sackrider

Department: Community Services

REPORT TITLE

Community Safety and Well Being Plan Adoption

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2022-CS-009 entitled “Community Safety and Well Being Plan Adoption” be received, and

THAT the “Timiskaming District Community Safety and Well-Being Plan” attached to the Report to Council be adopted, and

THAT the Town of Kirkland Lake approve in principle an annual contribution for a Community Safety and Well Being (CSWB) Plan resource based on the current apportionments by the District of Timiskaming Social Services Administration Board (DTSSAB), resulting in a district wide funding approach.

BACKGROUND

Community Safety and Well Being plans are legislated under the *Police Services Act*. As part of the legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services. Additional requirements are also outlined in the legislation pertaining to conducting consultations, contents of the plan, monitoring, evaluating, reporting and publishing the plan. This approach allows municipalities to take a leadership role in defining and addressing priority risks in the community through proactive, integrated strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.

Municipalities have the flexibility to engage in community safety and well-being planning individually, or in partnership with neighbouring municipalities to develop a joint plan.

Estimated High-level Budget

- We are asking that you **accept in principle** these types of anticipated costs for the implementation of the CSWB Plan.
 - By **properly resourcing the plan** then we will set it up for success and achieve the impact it aspires to.
 - A **detailed budget will be forthcoming** from the confirmed Plan Lead before fully actioning the implementation.
 - Anticipating that implementation actions will likely not be started in earnest until the fall the annual contributions would be **prorated** (e.g. $\frac{1}{3}$ - $\frac{1}{4}$) for the 2022 budget.

- Based on the current district apportionment structure used by the DTSSAB, the following costs would be funded through a district wide approach:
 - CSWB Plan coordinator resource (0.5- 1 FTE): \$40,000 - \$80,000
 - CSWB Plan leadership role (e.g. chair) (0.1- 0.2 FTE): \$11,000 - \$22,000
 - CSWB Plan operating budget: \$20,000
 - CSWB Plan Lead organization's overhead costs: \$10,000

Estimated annual total: \$81,000 - \$132,000

Example Allotment Table

Municipality	Apportionment %	Est. 2022 Contribution
Township of Armstrong	3.9%	\$ 1,242
Township of Brethour	0.4%	\$ 135
Township of Casey	1.2%	\$ 394
Township of Chamberlain	1.3%	\$ 402
Town of Charlton and Dack	2.0%	\$ 627
Town of Cobalt	2.9%	\$ 947
Township of Coleman	2.7%	\$ 867
Town of Englehart	4.3%	\$ 1,369
Township of Evanturel	1.5%	\$ 492
Township of Gauthier	0.5%	\$ 145
Township of Harley	1.9%	\$ 610
Township of Harris	2.1%	\$ 683
Township of Hilliard	0.7%	\$ 229
Township of Hudson	2.2%	\$ 706
Township of James	1.4%	\$ 444
Township of Kerns	1.3%	\$ 429
Town of Kirkland Lake	23.0%	\$ 7,380
Township of Larder Lake	2.2%	\$ 720
Town of Latchford	1.6%	\$ 516
Township of Matachewan	0.8%	\$ 271
Township of McGarry	1.6%	\$ 526
City of Temiskaming Shores	31.9%	\$ 10,250
Village of Thornloe	0.3%	\$ 106
Municipality of Temagami	8.2%	\$ 2,633
Total	100.0%	\$ 32,125

**Thank You
for Joining Today!**



**Comments or
Questions?**





Timiskaming District Community Safety and Well-Being Plan

Contents

Executive Summary	3
CSWB Plan Executive Overview	4
Message from the Steering Committee	6
Community Safety and Well-Being	7
Community Safety and Well-Being Plans	7
Advisory Committee	7
Community Background	8
Community Safety and Well-Being in the Timiskaming District	8
National Factors Impacting Community Safety and Well-Being in the Timiskaming District	8
Provincial Community Safety and Well-Being Planning Framework	9
Plan Guiding Principles	10
Identifying the Priority Areas of Focus	10
Process	10
Priority Areas of Focus	12
Priority Areas Goals	25
I. Health & Well-being	25
II. Housing	25
III. Employment & Economy	26
IV. Addressing Poverty	26
V. Community Safety	27
VI. Environment & Sustainability	27
Moving Forward	28
Implementing the Plan	28
Role of a Plan Lead, the Municipalities and Partners	28
Performance Measurement Framework	30
Appendixes	36
Plan Guiding Principles	36
Key Industries in the District	37
What Community Safety and Well-being means to you?	38
Community Survey	39
Glossary of Acronyms	40
References	40



Executive Summary

Improving safety and well-being in the Timiskaming District requires a collaborative approach that will involve many community partners working together with the municipalities in the district, towards systems change that will benefit all residents of all the communities in the district. This Community Safety and Well-being (CSWB) Plan was developed for the intended use of all 23 municipalities in the Timiskaming District and the Municipality of Temagami, with the support and contribution of multiple agencies and organizations in the Timiskaming District, with direct input from the district's residents. It is the intent that all municipalities will accept and adopt this district CSWB plan and work collaboratively to achieve its goals. Within the CSWB Plan, the use of the "Timiskaming District" is inclusive of the Municipality of Temagami for the purposes of this initiative. First Nations are invited by the Ministry of the Solicitor General to create their own CSWB plans for their communities, however, the Timiskaming District welcomes the involvement of First Nations in the region, deferring to what each nation deems to best suit their communities' interests and needs.

There are 23 municipalities in the Timiskaming District in addition to the Municipality of Temagami with a collective population of approximately 31,000. With a land area of over 13,000 km², the district is sparsely populated, dominated by great forests, farmlands and lakes. Indigenous peoples have inhabited the land in the Timiskaming area for over 6,000 years, with Lake Temiskaming, the headwaters of the Ottawa River occupying an important place as a trading route between First Nations.

Timiskaming District's CSWB Plan consists of goals and supporting actions that fall within the four levels of intervention – social development, prevention, risk intervention, and incident response. A combination of research, a review of existing data and community reports, and input from system leaders and community stakeholders was used to identify where to focus collaborative efforts for the Timiskaming District's CSWB Plan. Through this process, six priority areas of focus were selected:

- I. Health & Well-being
- II. Housing
- III. Employment & Economy
- IV. Addressing Poverty
- V. Community Safety
- VI. Environment & Sustainability

Goals and activities have been developed for the six priority areas of focus. A Performance Measurement Framework (PMF) for the plan's goal outcomes has been developed and is critical as it will allow for the district's progress can be tracked and evaluated against the CSWB Plan.

To create effective governance of a district wide CSWB Plan, it is recommended that a Plan Lead is established to coordinate the plan's implementation. The Plan Lead could be one organization or a partnership of multiple organizations. The role of the Plan Lead would be the responsibility of organizing the necessary working groups for the implementation of the CSWB Plan and supporting the working groups' progress. This would require both leadership (e.g., CSWB Plan Chair) and coordination (e.g., CSWB Plan Implementation Coordinator) capacity from the Plan Lead. To do this, it is recommended that the Plan Lead would introduce a dedicated CSWB Plan resource role (full or part-time) to manage the implementation of the plan overseen by a senior leader in the organization acting as the CSWB Plan Chair. The necessary funds to support this added organizational capacity would be made possible through the municipalities by contributing the funding based on apportionments. This collective district funding approach is highly recommended, as should any municipality choose to pursue the implementation of a CSWB individually, it would be expected that they would ultimately incur greater relative costs while duplicating efforts and likely having difficulty achieving the same impact alone compared to the rest of the district.

The Plan Lead will need the active involvement and support of the municipalities, community partners and community engagement in order to successfully implement the plan. While the Plan Lead will provide a central, steering position, it will rely on participants of various working groups to design and implement relevant plan activities. Municipalities and partners will need to agree on a sufficient and realistic level of investment of resources (both fiscal and human resources) to reach the plan's goals and support the Plan Lead through a commitment to contributing these necessary inputs.

The CSWB Plan is meant to be a “living document” and should be updated by the Plan Lead and partners as they move forward with their allies and stakeholders in the work. This means that when monitoring the progress on the goal outcomes, the plan’s activities, performance measure indicators, targets and data sources should be revisited at appropriate time intervals (e.g., at the conclusion of year 1, year 3, year 5, etc.) to assess that they continue to be relevant and effective in the current community landscape. It also means that as the CSWB Plan rollouts and matures, there is the opportunity to expand the scope of goals and activities to include community risk sub-areas identified, but not currently prioritized in this first iteration. The CSWB Plan itself will be important for shared district planning between community partners and informing the community at large of the way forward. In addition, it is acknowledged that there is a role for all levels of government and targeted financial resource commitments from higher levels of government (e.g., Provincial and/or Federal) will be necessary to successfully fund certain activities to see the plan’s goals to fruition. Collectively, for the CSWB Plan to be a successful living document, it will serve to assist in improving the coordination of services, collaboration, information sharing, advocacy and partnerships among local government, agencies, and organizations, and ultimately improving the quality of life for Timiskaming District’s residents.

CSWB Plan Executive Overview

Priority Areas	I. Health & Well-Being	II. Housing	III. Employment & Economy
Sub-Areas	<ul style="list-style-type: none"> • Health services (promotion, primary, secondary, tertiary, LTC) • Mental health • Addictions and substance misuse • Aging safely & community paramedicine • Culture, recreation and physical activity 	<ul style="list-style-type: none"> • Affordable housing • Transitional and supportive housing • Shelters • Homelessness 	<ul style="list-style-type: none"> • Education, skills and training • Hiring and retention/ addressing vacancies • Income stability • Equitable/well-being economy • Broadband/digital inclusion
Target Group	<ul style="list-style-type: none"> • Health system providers • Culture and recreation providers • Administrators of places where people live, learn, work and play 	<ul style="list-style-type: none"> • Housing providers: public and private • Municipalities • Members of Parliament • Member of Provincial Parliament 	<ul style="list-style-type: none"> • Municipalities • Related provincial ministries
Goal Outcomes	<ul style="list-style-type: none"> • Ensure timely access to health services by increasing services and reducing wait times. • Ensure health services are equitable and accessible to all by removing identified barriers. • Reduce the number of individuals experiencing crises related to mental health and substance misuse in the community. • Increase access to quality and safe living arrangements at home for aging individuals, individuals with special or physical needs and caregivers. 	<ul style="list-style-type: none"> • Increase available and affordable housing options for community residents through greater market inventory and access to subsidized housing and housing benefits. • Create more pathways to housing through transitional and supportive housing options and services. • Serve community members experiencing homelessness through expanded shelter services. 	<ul style="list-style-type: none"> • Promote education, skills and training for local jobs to create career pathways for local workforce opportunities. • Reduce unemployment and underemployment by helping individuals apply for jobs and pursue opportunities that match their level of education and skills. • Reduce skilled job vacancies in the region by retaining post-secondary graduates as permanent residents and members of the local workforce.
Long Term Outcome	Increased Community Safety and Well-Being		

IV. Poverty	V. Community Safety	VI. Environment & Sustainability
<ul style="list-style-type: none"> • Social services • Childcare • Transportation • Food insecurity 	<ul style="list-style-type: none"> • Racism and discrimination • Gender based violence • Human trafficking • Road safety • Justice services 	<ul style="list-style-type: none"> • Environmental stewardship • Climate change
<ul style="list-style-type: none"> • Employers • Members of Parliament • Member of Provincial Parliament • Municipalities • Charitable & advocacy organizations targeting poverty and/or hunger-relief 	<ul style="list-style-type: none"> • General public • Local Ministry of Transportation Representatives • Municipalities • Local Institutions • Local Ministry of Community Safety & Correctional Services 	<ul style="list-style-type: none"> • General public • Business community • Municipalities
<ul style="list-style-type: none"> • Increase regional understanding of evidence-based strategies that address root causes of poverty such as basic income and living wages. • Improve availability of affordable public transportation throughout the region and increase the mobility for residents to work, shop, play and access services. • Reduce food insecurity experienced in the region. 	<ul style="list-style-type: none"> • Increase the public's perception of safety and belonging in their communities. • Improve road safety and reduce causal factors of roadway incidents. • Ensure access to affordable justice for all residents. 	<ul style="list-style-type: none"> • Foster a sense of community and community building around the natural environment in the region • Create plans for mitigating effects of climate change and adverse natural events in communities..

Increased Community Safety and Well-Being

Message from the Steering Committee

This Community Safety and Well-Being (CSWB) Plan marks a milestone step on the journey to improve safety and well-being for all in the District of Timiskaming including the Municipality of Temagami. The plan aims to ensure action, recognizing a need to continuously monitor and remain responsive to the emerging needs of our communities and is the result of collaborative efforts among local organizations, municipalities, and the public.

We are grateful to all who shared their wisdom and knowledge to inform the plan including the many community members who responded to the community survey.

We would also like to acknowledge the CSWB Advisory Committee Members who, since July of 2021 have dedicated time and knowledge despite the impact of the COVID-19 pandemic and the resulting strain on organizations represented on the Advisory Committee. Their input has been instrumental in appreciating the needs and assets across diverse municipalities in Timiskaming and identifying what strengths and efforts to build on and what more can be done to address gaps. Their commitment to creating a CSWB Plan for Timiskaming and by Timiskaming is appreciated and recognized.

We would also like to recognize LBCG Consulting for Impact for their services in conducting data gathering and analysis, engaging stakeholders and facilitating rich dialogue to create this CSWB Plan. Recognition also goes to all municipalities who funded this collective and deliberate planning process.

The process of creating the plan resulted in a greater understanding of challenges and opportunities and strengthened relationships among partners. This is the beginning of a collective path towards improving safety and well-being in the Timiskaming District.



Chris Oslund
City Manager,
Temiskaming Shores



Bonnie Sackrider
Director of Community Services,
Kirkland Lake



Kerry Schubert-Mackey
Director of Community Health,
Temiskaming Health Unit



Mark Stewart
CAO, District of Timiskaming
Social Services Administration
Board

Community Safety and Well-Being

Improving safety and well-being in our community requires a comprehensive approach that includes improving the social determinants of health and working towards systems change. Factors such as poverty, unequal access to education, unemployment and underemployment, poor early childhood development, inadequate housing, crime, social exclusion, systemic discrimination (including systemic racism), and barriers to accessing health and social services increase the likelihood that communities will experience unsafe and unhealthy situations. Addressing the root causes of issues that negatively impact safety and well-being will maximize opportunities for all residents to thrive and sustain healthy and connected communities. By prioritizing equity across our work and addressing systemic discrimination we will help achieve our shared vision of inclusion, safety and connectedness for all residents in the community.

Community Safety and Well-Being Plans

Community Safety and Well-Being Plans are provincially legislated for municipalities in Ontario under the Comprehensive Ontario Police Services Act, 2019. Aligning with the Ontario Provincial Police (OPP) detachment areas, the Municipality of Temagami has been included within the scope of this regional CSWB Plan for the Timiskaming District. A multi-sectoral approach to community safety and well-being planning recognizes that more law enforcement is not the answer to complex social problems. A single organization or sector cannot tackle these complex and interconnected issues alone. The Timiskaming District's CSWB Plan focuses on how partners can work collaboratively across different sectors towards a shared commitment to making Timiskaming District a safer, more inclusive and connected community where all residents thrive.

Steering Committee

The development of this CSWB Plan was overseen by a Steering Committee comprised of senior leaders from the municipalities of Temiskaming Shores, Kirkland Lake, the Timiskaming Health Unit (THU) and the District of Timiskaming Social Services Administration Board (DTSSAB). The development of the CSWB Plan was led by a consulting team from LBCG Consulting for Impact. The DTSSAB managed the hiring of LBCG Consulting for Impact, funded by the district's municipal apportionments.

Advisory Committee

This Plan was developed with the support and contribution of multiple agencies and organizations in the Timiskaming District. Their involvement was greatly appreciated and critical to the development of the plan, and it will be critical to look to them and new partners in the community to continue to evolve and implement the plan.

- Blanche River Health
- CMHA Cochrane-Timiskaming
- District of Timiskaming Social Services Administration Board
- Keepers of the Circle
- Kirkland & District Family Health Team
- Kuuwanimano Child & Family Services
- North Eastern Ontario Family & Children's Service
- Northern College
- Ontario Provincial Police
- Pavilion Women's Shelter
- Salvation Army Temiskaming
- Temiskaming Hospital
- Temiskaming Métis Community Council
- Temiskaming South Community Living
- Timiskaming Health Unit
- Timiskaming Municipal Association

Community Background

Indigenous peoples have inhabited the land in the Timiskaming area for over 6,000 years. Lake Temiskaming, the headwaters of the Ottawa River, has always occupied an important place as a trading route between First Nations. A large territory surrounding Lake Temiskaming has traditionally been occupied by the Algonquin people. European settlers first arrived in the area when coureurs de bois explored and traded fur in what is now the Timiskaming District, in the 17th century. The first towns established in the area, New Liskeard and Haileybury on Lake Temiskaming were both established in the late 1890's, but at that time the only way to reach the towns was by canoe or by steamer up the lake in the summer, before mining and the arrival of railroads greatly stimulated development in the region in the early 1900s. Today, the Timiskaming District is home to several provincial parks that recognize these historic waterways.

Today there are 23 municipalities and three First Nations – Temagami First Nation, Matachewan First Nation and Beaverhouse First Nation – in the Timiskaming District, in addition to the Municipality of Temagami with a collective population of approximately 31,000¹. With a land area of over 13,000 km², the district is sparsely populated, dominated by great forests, farmlands and lakes.

Community Safety and Well-Being in the Timiskaming District

The Ministry of Solicitor General defines community safety and well-being as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.” This emphasizes that community safety and well-being are more than just having our basic needs met and being free from crime. Rather, it encompasses the social determinants of health and many aspects of our social, physical, emotional and spiritual well-being.

National Factors Impacting Community Safety and Well-Being in the Timiskaming District

COVID-19 Pandemic

The global COVID-19 pandemic and the provincial state of emergency declared in March 2020 has created a unique environment and new challenges that Canadians collectively face as a nation. It has resulted in waves of widespread closures, job or wage losses and increased isolation, anxiety and uncertainty. Realities of the pandemic have introduced drastic changes in how we went about our daily lives for the past two years. Many of us would not have thought to still be managing the virus still to this day, and there will potentially be significant long-term impacts not yet understood that will have impacts on community well-being.

Opioid Crisis

Canadians saw the opioid overdose crisis worsening during the COVID-19 pandemic with many communities across Canada reporting record numbers of opioid-related deaths, emergency calls and hospitalizations. In the first 15 weeks of the COVID-19 pandemic in Ontario, 695 people died of a confirmed or suspected opioid related death, representing a 38% increase compared to the 15 weeks immediately preceding the pandemic.² An investigation of the district's corner cases suggests that the Timiskaming District is experiencing an opioid crisis through the presence of a high and increasing incidence of accidental overdose deaths in 2019/20 and 2020/21.³ Timiskaming District has high substance misuse rates with rates of hospitalizations attributed to opioid use at 27.2 per 100,000 versus 13.7 per 100,000 in Ontario⁴, yet there are gaps in available inpatient addictions services for residents of the district.

Labour Shortage

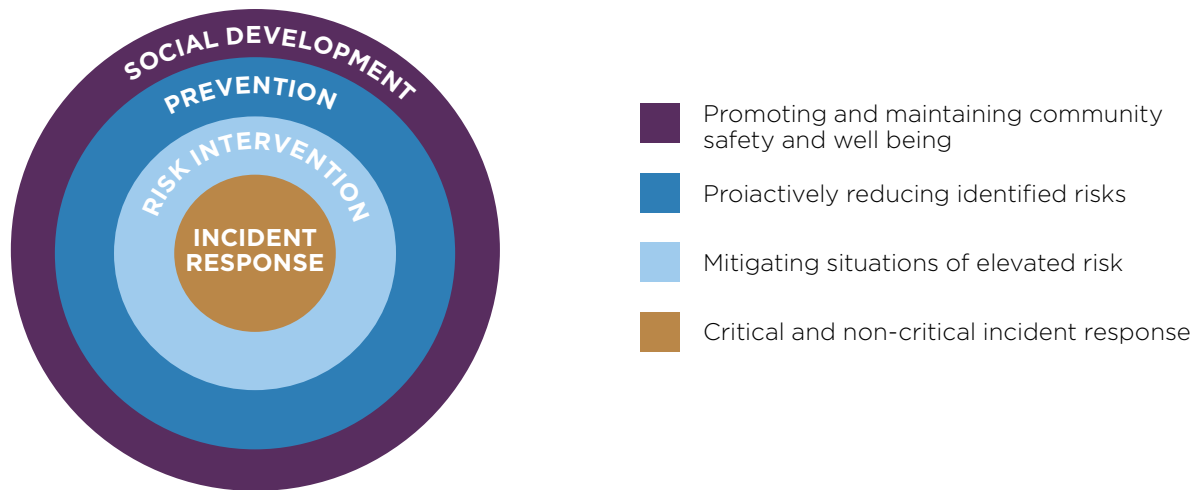
During the COVID-19 pandemic, Canada has seen a labour shortage take off. Across the country, there were 915,500 unfilled positions reported at the end of 2021, a 63% increase from 2020⁵. Jobs are also staying vacant for longer, with almost half of vacancies remaining unfilled for 60 days. Some of the hardest to fill occupations include servers, construction labourers and social workers. Hiring challenges are predicted to continue for the next five years until factors like the job market have stabilized after the en masse exiting of the labour force created by the retirement of the Baby Boomers and immigration returns to pre-pandemic levels.

Affordable Housing Shortage

Canada has been experiencing a prolonged heated real estate market, driving up prices across the country for homeownership and rentals. As homeownership is becoming a larger financial challenge for many households, more Canadians are renting than before. Research shows that in the last decade, Canada has been losing affordable rental units, far faster than new ones are being built, and it's forcing some renters out of the homes and communities they know. Rentals that were once considered affordable are seeing significant price increases. Between 2014 and 2019, rents bachelor, two- and three- bedroom apartments in large metropolitan areas across the country increased by nearly 20%.⁶ At the same time, incomes of Canadians remained largely unchanged. Two thirds of Canada's housing shortage is in Ontario. At the end of 2021, the average price for a house in Ontario was \$923,000 — triple what it was 10 years ago — while income rose just 38 per cent.⁷

Provincial Community Safety and Well-Being Planning Framework

The Ministry of the Solicitor General outlines a planning framework to support municipalities in developing a comprehensive approach to mitigate harm and promote safety and well-being. The framework outlines four levels of intervention:



Social Development: Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness.



Prevention: Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.



Risk Intervention: Identifies and response to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required.



Incident Response: Requires intervention by first responders such as police, paramedics, and other emergency-driven services.

Timiskaming District's CSWB Plan consists of strategic actions that fall within the four levels of intervention while focusing our collective efforts on social development and prevention. Ultimately, the goal is to reduce the need for incident response by addressing underlying issues.

Plan Guiding Principles

Four guiding principles are recommended to help the CSWB Plan's implementation and ultimate success. These are informed by best practices for community development initiatives.

- **Collective impact:** This form of collaboration brings people together in a structured way towards a common agenda and plan of action to address a complex social problem.⁸ The collective impact approach is characterized by five core elements that facilitate effective cross-sector collaboration and the resulting population-level impacts.
- **Social and environmental determinants of health:** The conditions in which people are born, grow, work, live and age influence their overall health and well-being. These conditions, known as the social determinants of health, include social and economic factors that can positively or negatively influence health outcomes.⁹ Likewise, several environmental factors and built environments influence the risk and experience of chronic disease. Recognizing that factors outside the control of individuals can influence their well-being impacts the types of preventive and upstream actions that are needed to influence population health.
- **Applying an equity lens:** Equity refers to fair, just and respectful treatment that recognizes and acknowledges the need to treat people differently depending on their needs and circumstances. It involves the removal of barriers to address historic and current disadvantages for under-represented and marginalized groups.
- **Anti-racism:** Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions. Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional, and structural levels.

Larger descriptions of these guiding principles and their applications are expanded upon in the Appendix.

Identifying the Priority Areas of Focus

Community safety and well-being plans are broad and multi-faceted. They encompass many areas and intersect with many sectors. A combination of research, a review of existing data and community reports, and input from system leaders and community stakeholders was used to identify where to focus collaborative efforts for the Timiskaming District CSWB Plan.

Process

The CSWB Steering Committee identified key informants and stakeholder groups for inclusion in the CSWB Advisory Committee. The Advisory Committee membership included representative from sectors specified by the Ministry's requirements; Health and Mental Health Services, Educational Services, Community and Social Services, Children or Youth Services, Municipal and Police Services, in addition to other key stakeholders identify including Indigenous agencies, shelters and charitable organizations. The First Nations in the district were informed of the project and can participate as best suits their communities' interests at each stage of the plan, including the implementation.

Individual interviews were facilitated with each CSWB Advisory Committee member followed by a detailed review of relevant district studies, strategies and plans. The findings at this stage of the process were organized into a community scan that was used by the CSWB Advisory Committee in a half-day workshop to identify a preliminary shortlist of priority areas of focus to be investigated further.

The challenges present in Timiskaming District are interrelated and can create a positive feedback loop of negative consequences. This was explored with the CSWB Advisory Committee, as the relationship between various conditions, causes, core problems and effects/consequences were mapped. This helped affirm that the issues facing Timiskaming District were interconnected and that multiple priority areas of focus would be necessary to best address the factors that have the greatest impact on the community. While the CSWB framework focuses on risks, the goals identified in the plan will be successful by aligning with and building on the many assets and strengths that already exist in the Timiskaming District.

The shortlist of priority areas of focus was validated and honed in on through additional key stakeholder interviews, small group discussions and a District Community Safety and Well-being Survey. Over 500 Timiskaming District residents participated in the district survey. Building upon the additional information gathered, in a second workshop, the CSWB Advisory Committee was able to outline the six areas of focus prioritized in this plan:

- I. **Health & Well-Being**
- II. **Housing**
- III. **Employment & Economy**
- IV. **Poverty**
- V. **Community Safety**
- VI. **Environment & Sustainability**



Priority Areas of Focus

Each priority area of focus was further broken down into sub-areas of interest. In total, 25 sub-areas were identified. In this section, each area of focus and its respective sub-areas are described; identifying the community need, a snapshot of services and programs available and what gaps and/or other plans and strategies exist in the district to align with or enhance.

I. Health & Well-being



The health status of a population is commonly seen to be inversely related to the remoteness of its location.¹⁰ This experience can be illustrated through the poorer rates of health indicators for the population of the Timiskaming District when compared to the province. For instance, almost one in five (19%) of district residents aged 12+ perceive their overall health as fair or poor, almost twice the provincial population (11%).¹¹ Higher levels of obesity (37%) and diabetes (10%) are reported in the district as well as lower levels of regular weekly physical activity.¹² There are higher levels of hospitalizations in the district attributed to substance misuse, being twice the provincial rate for both alcohol (405.2 per 100,000) and opioid use (27.2 per 100,000).¹³

Five sub-areas of attention and improvement for individual and community health and well-being are explored below.

Health Services

It is important that within the Timiskaming District that residents have access to the full spectrum of health services from prevention to long-term care. In more rural areas, the delivery of health services can be a challenge due to the distances necessary to travel to reach health providers or the limited availability of providers in the area. The region has established an Ontario Health Team (OHT), the Équipe du Santé des Régions du Timiskaming Area Health Team. Introduced by the provincial government in 2019, OHTs are a new model of health care delivery, encouraging groups of health providers and organizations that, at maturity, will be clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined population. The Équipe du Santé des Régions du Timiskaming Area Health Team are moving forward with development and has identified two areas of focus related to older adults and mental health and substance use.

The main categories of health services are:

- Health promotion
- Primary care
- Secondary care
- Tertiary care
- Long term care

Health promotion helps individuals reduce the risk of illness and follow healthy lifestyles. These services are provided in a variety of ways and settings, led by the public health units. The Timiskaming District is served by the Timiskaming Health Unit, protecting the health of our communities by recommending policies, providing educational programs, conducting research and data collection, and identifying and breaking down health inequities. Health promotion is also often achieved at the primary care level too during patient interactions with physicians, nurses and health professionals.

Primary care is the doorway to health services, through the direct provision of first-contact services (by providers such as family physicians, nurse practitioners, pharmacists and telephone advice lines) in the identification and treatment

of illness and injury. Five Family Health Teams, the Mino M'shki-ki Indigenous Health Team and the Centre de Sante Communautaire du Témiskaming help provide primary care across the district. Primary care is important in the referrals to and the coordination with other levels of care (such as hospitals and specialist care). When individuals do not have convenient or timely access to primary care services, they often end up visiting their local Emergency Department seeking care. 14.5% of the district's residents don't have a regular healthcare provider,¹⁴ a persistent challenge in the context of a continued difficulty retaining health human resources in the district.

Secondary care is hospital care or when your primary care provider refers you to a specialist, who has more specific expertise in whatever health issue you are experiencing. Temiskaming Hospital and Blanche River Health provide secondary care to patients at three sites in Temiskaming Shores, Kirkland Lake and Englehart. There are three 24/7 Emergency Departments at these sites and visiting physician specialists. Specialists focus either on a specific system of the body or a particular disease or condition. Examples of specialists include cardiologists (heart disease), endocrinologists (hormone systems, including diabetes) and oncologists (cancer).

Tertiary care is when you are hospitalized and require a higher level of specialty care. Tertiary care requires highly specialized equipment and expertise for complicated treatments or procedures such as cardiac surgery, some forms of cancer treatment or paediatric (child) urgent care. Patients may have to travel outside of the Timiskaming District to Sudbury or southern Ontario hospitals for various tertiary care. Some tertiary care is delivered through satellite services at Temiskaming Hospital and Blanche River Health in the patient-care areas of Dialysis, Chemotherapy, Cardiac Rehabilitation and Virtual Critical Care through a partnership with Health Sciences North.

Long term care services help people live as independently and safely as possible when they can no longer perform everyday activities on their own. This is inclusive of home and community care in addition to facilities and nursing homes. People often need long-term care when they have a serious, ongoing health condition or disability. Long-term care is provided in different places by different caregivers, depending on a person's needs. Most long-term care is provided at home by unpaid family members and friends. It can also be given in a facility such as a nursing home or in the community, for example, in an adult day care centre. With the aging population, there is a building need for more long term care. Across the province, there is a shortage of long term beds at long term care facilities. Insufficient long term care beds in the district places strain on hospital services. One hospital reported 58% of funded beds being occupied by alternate level of care patients¹⁵ who would be more appropriately cared for in a long term care facility.

Mental Health

Mental health is important at every stage of life, from childhood and adolescence through adulthood as it affects how we think, feel and act. It influences how we handle stress, relate to others and make choices. Development of community well-being encompasses concepts of positive mental health including social capital and connectedness, as well as civic engagement and participation by residents in decisions affecting their lives.

The last decade has seen an increased commitment to improving mental health services and combating stigmas. There are national concerns about increasing levels of depression and anxiety within communities, which have only been exacerbated in recent years with stressors presented through the COVID-19 pandemic and increasing costs of living. In the Timiskaming District, 11.8% of residents aged 12+ perceive their mental health as fair or poor vs. 7.9% in Ontario.¹⁶ In the Timiskaming Community Safety and Well-being Survey, 68% felt that there are not sufficient mental health services in the Timiskaming District to serve the needs of the community.

The Canadian Mental Health Association (CMHA) Cochrane-Timiskaming branch and the North Eastern Ontario Family and Child Services (NEOFACS) lead the delivery of mental health services in the region to adults and children and youth respectively. NEOFACS has four sites in the Timiskaming district, each with four funded child and youth mental health worker positions. CMHA Cochrane-Timiskaming has three sites in the Timiskaming District, providing an array of outpatient supports and services and case management to support people with mental illnesses, concurrent

disorders (people living with a mental illness and an addiction/substance misuse) and dual diagnosis (developmental disability and serious mental illness) to access early intervention, intensive support, housing and peer supports. Partnerships help expand mental health services into the community. CMHA Cochrane-Timiskaming in partnership with the Temiskaming Hospital places a social worker in the Emergency Department to help reduce readmissions. A Mobile Crises Response Team (MCRT) is in development, led by the CMHA in partnership with the OPP. With a mix of OPP officers and CMHA crisis workers, the MCRT will improve crisis response services and mental health referrals during response calls.

Addictions and Substance Misuse

The Timiskaming District has high substance misuse rates, yet there are no inpatient addictions services currently available within the district. For those seeking withdrawal services, the closest options require to travel to facilities in Smooth Rock Falls or Timmins which are regularly at full capacity, presenting challenges for securing treatment beds for individuals in need. In the Timiskaming Community Safety and Well-being Survey, 60% felt that there are not sufficient addiction services in the Timiskaming District to serve the needs of the community.

The Timiskaming District Drug and Alcohol Strategy, co-chaired by the THU and the CMHA Cochrane-Timiskaming Branch, is working with many service agencies on ways to prevent and address harms associated with the continuum of substance use. The strategy is based on the pillars of prevention, harm reduction, treatment and enforcement, and includes an opioid early warning and response system. It will work to strengthen systems related to responding to and preventing overdoses and poisonings, recognizing and disrupting stigma and discrimination associated with substance use and addiction, enhancing pathways to substance use services and supports, and advocate for funding, resources, and public policy to address the root causes of substance use and substance use disorders.

The Timiskaming Opioid Poisoning Prevention Task Force, Timiskaming Substance Use Disorder Support Program Steering Committee and Change for Timiskaming are each independent community bodies that have organized in response to the Opioid Crisis and high levels of substance misuse present in the district. The Northeastern Recovery Centre was incorporated in September 2021 in pursuit of repurposing the former Pineger youth detainment facility in Kirkland Lake to be a new residential treatment centre to implement withdrawal management beds (medical and non-medical) and explore recovery housing options in the Timiskaming.

Aging Safely and Community Paramedicine

There is a need to accommodate the needs of the aging population, which continues to increase. It is estimated that by 2024, the number of people aged 65 and over will make up 20% of the nation's population.¹⁷ This growth in the aging population will continue to put added pressure on health and community service providers in the district to keep up with the increasing demand for services, where services are already limited. In the Timiskaming Community Safety and Well-being Survey, 85% agreed that their community needs additional seniors housing, assisted living and long term care residences to help people age safely in our communities. It is important to proactively plan and act to prepare older adults to take into account their various needs as they age, so that communities can enjoy a quality of life for all residents, regardless of their physical or mental capabilities.

Some municipalities produce Age-Friendly Community Plans to coordinate the development of communities that promote active and healthy aging. To guide municipalities, the Ontario Age-Friendly Communities Outreach Initiative developed the eight dimensions which make up an Age-Friendly community:

1. Outdoor Spaces and Public Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect and Social Inclusion

6. Civic Participation and Employment
7. Communication and Information
8. Community Support and Health Services

Age-Friendly Community Plans outline goals and objectives, often to achieve outcomes the eight dimensions to promote active aging within communities, remove barriers that prevent seniors from leading fulfilling lives, and allow seniors to age with dignity in a safe environment. While not all municipalities in the Timiskaming District produce Age-Friendly Community Plans, those that do exist can be leveraged to inform and guide district aging safety activities.

A Seniors Centre Without Walls (SCWW) program is delivered through Timiskaming Home Support in collaboration with the Timiskaming Health Unit. The SCWW program aims to reduce the feeling of loneliness and social isolation among homebound seniors and adults with physical disabilities aged 55+ in the Timiskaming region using a free conference call type platform to engage participants.¹⁸ An evaluation of the program in 2019 found a strong recognized value of the program from surveyed participants. Almost all participants (97%) indicated that they would choose to stay in the SCWW program and 84% of participants responded that they were happy with the program. Furthermore, two-thirds of participants felt like they belonged to a community because of the program (58%) or had something to look forward to and felt better because of the program (65%).

Community paramedicine is a relatively new and evolving healthcare model. It allows paramedics and emergency medical technicians (EMTs) to operate in expanded roles by assisting with public health and primary healthcare and preventive services to underserved populations in the community. Some rural patients lack access to primary care and use 9-1-1 and emergency medical services (EMS) to receive health care in non-emergency situations. This can create a burden for EMS personnel and health systems in rural areas. Community paramedics can work in a public health and primary care role to address the needs of rural residents in a more efficient and proactive way. Community paramedics generally focus on:

- Providing and connecting patients to primary care services
- Completing post-hospital follow-up care
- Integration with local public health agencies, home health agencies, health systems, and other providers
- Providing education and health promotion programs
- Providing services not available elsewhere in the community

Culture, Recreation and Physical Activity

The Timiskaming District is a mosaic of northern Ontario communities with a rich history overlaying a region of great outdoors and extensive waterways. The district is a destination for recreation and community events. This culture provides residents with a particular quality of life and is an attractive element in drawing new members to the district. Three-quarters of residents in the Timiskaming District report a somewhat strong or very strong sense of belonging to their local community.¹⁹ Maintaining vibrant communities is important to continue to attract businesses, residents, and visitors and foster a strong cultural sector. Participation and engagement with the arts, culture, and recreation benefit community well-being by contributing to better physical and mental health and community social dynamics. While access to culture, recreation and leisure opportunities are important for residents of all ages, it is particularly critical for the healthy development of children and youth.

Some municipalities create Cultural Plans and Recreation Plans to proactively monitor and support their communities' cultural, creative and leisure outlets. These plans outline objectives to develop robust, fun, and resilient communities through the social factors that encompass the environment in which people live, such as gathering places, arts, culture and heritage, food and entertainment, business and commerce. Cultural Plans recognize the unique cultural

groups found within communities, for example, the Francophone, First Nation, Métis, and Anglophone populations, and support the celebration of their cultural events and contributions to the social fabric of their communities. Likewise, Recreation Plans help to identify a community’s recreation needs, and assists the municipality in determining future recreation service delivery, investment, and development, to guide and manage the direction of parks, trails, recreation and leisure services, programs, facilities and amenities. Existing Cultural Plans and Recreation Plans within the district can be leveraged to inform and guide district CSWB activities.

II. Housing



Housing is a large concern for residents of the Timiskaming District. There is a shortage of affordable and available housing across the district. Local industry booms (e.g., mining) periodically have placed added pressure on the housing market and affect prices as influxes of workers seek accommodations during their employment. More recently, a greater volume than normal of individuals and families were seen moving north from parts of southern Ontario during the pandemic as there was increased migration from urban centres. There is an imperative need for strategies that address affordable housing shortages experienced in Timiskaming District throughout the housing spectrum. Within this plan, four sub-areas within the housing spectrum for attention and improvement are explored below.

The Housing Spectrum



Source: Canada Mortgage and Housing Corporation

Affordable Housing

In Canada, housing is defined as affordable if it costs less than 30% of a household’s before-tax income. Many people think the term “affordable housing” refers only to rental housing that is subsidized by the government. In reality, it’s a very broad term that can include housing provided by the private, public and non-profit sectors. It also includes all forms of housing tenure: rental, ownership and co-operative ownership, as well as temporary and permanent housing. The percentage of residents in the district who spend 30% or more of their income on housing is 21%.²⁰ This is somewhat lower than the provincial rate (28%). This could be in part due to the substantially lower costs of housing in the district (median monthly shelter costs for rented dwellings in the district is \$691)²¹ than the provincial average, which is reflective of more urban areas. However, the district’s median total income is less than the provincial median and the costs of housing are still a financial stretch for individuals who rely on social services and financial assistance like Ontario Works (OW) or Ontario Disability Support Program (ODSP). Currently, over one in five renters in the district, reside in subsidized housing.²² The DTSSAB has over 600 units across 34 locations in the district, however, there are still waitlists, most significantly for seniors. In the Timiskaming Community Safety and Well-being Survey, half of the participants (49%) felt that their community is not proactive enough in creating options to improve affordable housing.

Transitional and Supportive Housing

Transitional or supportive housing refers to a temporary type of supportive accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, supports (for addictions, mental health or domestic violence for instance), life skills, and in some cases, education and training. It is more long term, service-intensive, and private than emergency shelters yet remains time limited typically to stays of three to six months. It is meant to provide a safe, supportive environment where residents can overcome trauma, begin to address the issues that led to homelessness or kept them homeless, and begin to rebuild their support network. Transitional housing can connect individuals with tailored resources for those who have difficulty maintaining housing like CMHA's rent subsidies for clients, or the DTSSAB's homeless prevention worker who works with at-risk tenants to try to prevent evictions. In the Timiskaming Community Safety and Well-being Survey, 67% agreed that their community needs additional transitional housing to help people reach permanent housing. There are limited transitional and supportive housing units in the Timiskaming District currently. Without these services, it is difficult for individuals to separate from unsafe or enabling environments when they can't secure new accommodations

Emergency Shelters

Emergency shelters are places for people to live temporarily or access overnight shelter when they don't have a place to stay. They are used by individuals facing homelessness as a harm reduction model and to serve as hubs for relevant services and supports. Some emergency shelters are focused on those fleeing an abusive relationship, sexual abuse or domestic violence (i.e., women's shelters). This is the case of Pavilion Women's Centre, which is the only emergency housing currently available in the district. For all others experiencing various forms of homelessness (episodic, situational or chronic), they must be referred and provided transportation outside of the district in order to access emergency housing or shelter. In the Timiskaming Community Safety and Well-being Survey, 54% agreed that their community needs enhanced emergency shelter services to address homelessness in the community. To address this gap, Zack's Crib, a safe bed facility, that is presently in development in Temiskaming Shores.

Homelessness

Homelessness describes the situation of an individual, family or community without stable, safe, permanent and appropriate housing, or the immediate prospect, means and ability to acquire it. It can be the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual or household's financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, and distressing.

In September 2021, the DTSSAB completed their most recent Homelessness Enumeration. Baseline data is vital to understanding the challenges of homelessness and the extent of homelessness in the district. The Homelessness Enumeration identified 53 homeless individuals within the district. Additionally, two-thirds (62%) of Homeless Enumeration participants reported regularly staying with family and friends (e.g., couch surfing). This information demonstrates the presence of hidden homelessness in the district and the potential of several individuals not captured in the enumeration.

It is recognized that there is an overrepresentation of Indigenous peoples amongst Canadian homeless populations resulting from the legacy of trauma from colonization and displacement. In addition, numerous populations, such as youth, women, people with mental health and addictions issues, people impacted by violence, seniors, and members of LGBTQ2S communities are at greater risk of experiencing homelessness.

III. Employment & Economy



Education plays an important role in determining the health status of an individual, creating pathways to employment and greater income levels. This can also affect health by influencing social and psychological factors like greater perceived personal control.²³ The Timiskaming district has lower levels of education compared to the province. Currently, 18% of Timiskaming District's population between the ages of 25-64 years have less than a high school diploma, almost double the provincial average (10%)²⁴ : Four District School Boards serve the Anglophone and Francophone communities in Timiskaming in addition to Kiwetin Kikinamading (Timiskaming First Nation, Quebec) and private schools in the district. Two of the district's school boards have a lower percentage of students who graduate high school within five years of starting grade 9 than the provincial average (88%), with one school board reporting 71%.²⁵ While the percentage of the district's and province's population who have a high school diploma or GED as their highest level of education is equal (25%), the percentage of the population with a university degree in the district is a third of the provincial average of 32%.²⁶

Northern College is the post-secondary institution present in the district, with campuses in Haileybury and Kirkland Lake. The campuses include access centres for other institutions for Contact North and College Boreal. There is a history and a partnership between the college and the local industries, leading to curriculum and program development to align with the district's economic needs, for example, mining in the north and agriculture in the south. A partnership with Algoma University allows for various dual diploma and bachelor programs at Northern College. Employment Ontario's Employment Services are delivered on Northern College's campuses, providing support for students seeking employment and funding for adult learners to go back to school.

The sub-areas of addressing the challenges pertaining to hiring and retention of skilled workers and addressing vacancies in the district in addition to income stability were identified.

Hiring, Retention and Addressing Chronic Vacancies

Recruitment and retention are a challenge, particularly for the health human resources, with providers experiencing high turnover rates and chronic vacancies. This is only exacerbated by the national labour shortage experienced since the start of the COVID-19 pandemic.

Education is critical to enhancing local talent and creating a pipeline of residents who can fill job openings. If district residents can see the local demand for skilled professionals as career opportunities for themselves, and the pathways for them to pursue the appropriate education and training are made clear and accessible, then the need to recruit and retain employees from outside of the district may be able to be alleviated in the future. A challenge in this approach is that there is no university within the district to train health human resources (i.e., doctors, social workers, addictions and mental health) within the communities. Additionally, In the Timiskaming Community Safety and Well-being Survey, 32% felt that educational or training opportunities they are interested in are unaffordable.

Other factors also play an important role in supporting recruitment and retention. Appropriate housing options need to be readily available for recruited candidates and professionals who are moving to the district. Local housing shortages can cause employment contracts to collapse if successful job candidates are unable to find housing options once accepting offers or for candidates to decide to leave prematurely if desirable housing is not found in the long term. Additionally, a strong cultural sector helps to retain residents, attract talent, and support local entrepreneurship.

Income Security

Income security is one's ability to pay for their basic needs without fear of losing their income source. Factors such as lower minimum wage rates and temporary or casual employment can contribute to income insecurity. Precarious employment in Canada has increased by nearly 50% over the past two decades.²⁷ There are a few possible policy

options to increase the amount of income security in Canada. One option is increasing the minimum wage to a living wage. Basic income is another policy option to try to achieve income security. Basic income is different from other forms of social assistance in that it guarantees a minimum income level to individuals regardless of their employment status.

Unemployment is higher in the Timiskaming District, at 8.9% compared to 7.4% across the province.²⁸ A person's ability to find a job becomes increasingly difficult the longer that they remain unemployed, making it difficult to overcome poverty. In the longer term, they also tend to earn less once they find new jobs.

IV. Poverty



Nearly one out of every seven Canadians currently live in poverty.²⁹ Poverty is a widespread issue across the country and the world, but vulnerable groups such as people living with disabilities, single parents, elderly individuals, youth, and racialized communities are more susceptible. In Timiskaming, 17.5% of households live with low income and are often forced to make tough choices on how to spend their money.³⁰ In the Timiskaming Community Safety and Well-being Survey, 38% indicated that they have monthly concerns about having enough money to pay for housing/rent, food, clothing, utilities and/or other basic necessities. The effects of poverty can be expressed in different aspects of a person's life, including food security, health, and housing. Due to its sweeping impact on one's quality of life, the World Health Organization has declared poverty to be the single largest determinant of health. It is challenging to know how much poverty costs Canadians precisely but it is widely accepted that poverty is one of the biggest burdens on the economic, healthcare, and criminal justice systems in Canada. An estimate for Ontario places the cost of poverty between \$10.4 billion and \$13.1 billion for the government.³¹ Four sub-areas for addressing poverty are explored below.

Social Assistance

In Ontario, social assistance is delivered through two programs, Ontario Works (OW) and Ontario Disability Support Program (ODSP). These programs provide monthly financial assistance to help individuals and their dependents with living expenses including food and rent, health benefits and employment supports to help beneficiaries find and keep a job. Unfortunately, it is widely recognized that social assistance programs in Canada do not provide adequate support for individuals and families to meet their basic needs. For example, in 2012, 70% of households relying on social assistance were also food insecure and accounted for at least half of food bank users.³²

Childcare

In today's labour and economic climate, it can require that there are multiple household incomes to cover the costs of a family's basic needs. Parents rely on childcare to help them enter, re-enter, or remain in the workforce, but access to affordable, quality childcare is often a significant barrier for many. Costly out of pocket childcare options can rival lower-income salaries, prompting some families to have a parent leave the workforce to provide their own childcare. Mothers are more common than fathers to take time away from paid work to care for a child, which can exacerbate mothers' lifetime earnings gap. The province of Ontario and the federal government have signed a \$13.2-billion agreement to lower the cost of child care in the province to an average of \$10 a day by September 2025. Starting in April 2022, this agreement will start an immediate reduction in fees for licensed childcare centres will see fees reduced up to 25%. The implementation of affordable childcare will improve access to early learning and childcare programs for more families while helping working parents.

Transportation

The Timiskaming District is largely rural and remote with a population density of 2.3 people per square kilometre, less than a sixth of the provincial population density (14.8/km²).³³ This creates some barriers for residents, particularly around transportation and telecommunication services.

- Distance and inclement weather can make travel and accessing services more difficult.
- Distribution of community can lead to isolated residents, particularly seniors and those without reliable transportation.
- There is no district-wide access to reliable cell and high-speed internet service coverage in rural and remote areas.
- Many parts of the district do not have public transit operations, including urban areas like Kirkland Lake. Taxis are the main transit option, but for many lower-income families this is a costly mode of transportation to depend on.
- Not all of the district's population has at least one reliable method of transportation, i.e., own vehicle or bus pass and the availability of public transportation.
- Lower density development and the absence of public transit severely limits the walkability of neighbourhoods and residences.

Public transportation provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across and within communities. It benefits those who choose to ride, as well as those who have no other choice. Many families experiencing low income do not own a personal vehicle and rely on methods of public transportation. The absence of public transportation networks in northern Ontario communities is an enormous challenge for those who either cannot afford or are unable to drive.

Food Insecurity

Food insecurity refers to inadequate or insecure access to food due to financial constraints. Food security is not only concerned with adequate quantities of food, but also with the quality of food available and accessible. This is important because food insecurity is not only associated with malnutrition as it relates to insufficient caloric intake but also as it relates to the higher intake of energy-dense, nutrient-poor foods, which are often also more affordable. Studies have shown that there are connections between food insecurity and obesity in adults and children.³⁴ Prices of groceries are more expensive in the north contributing to the experiences of food insecurity in the area. About 1 in 10 households in Timiskaming experiencing household food insecurity.³⁵

Additionally, food insecurity has been shown to negatively impact children's long-term physical and mental health, increasing their risk of conditions such as depression and asthma, and reducing their ability to succeed in school. Similarly, adults living with food insecurity are more likely to have overall poorer health, demonstrating higher occurrences of chronic conditions like depression, diabetes, and heart disease. Existing medical conditions are also more difficult to manage in food-insecure environments and frequently result in enlarged medical costs.³⁶ The Salvation Army operates food banks in Kirkland Lake and Temiskaming Shores and is a member of Feed Ontario. There is also the Haileybury Food Bank. While food banks help elevate the symptoms of food insecurity, they do not get at addressing the root causes.³⁷



V. Community Safety



Community members' perceptions of safety and acceptance are critical for strong community vibrancy. In the Timiskaming Community Safety and Well-being Survey, over one-third indicated that they feel somewhat unsafe in their community. Almost two-thirds (61%) of survey participants felt that over the last three years, they perceive that crime in their community has increased. For community safety, it is also important that accessibility is built into community environments, like street crossing signals for the visually impaired. Five sub-areas for improving community safety are explored below.

Racism and Discrimination

Every person in Ontario deserves to be free from racial discrimination and harassment. The elimination of discrimination and harassment through zero tolerance is important to foster community cohesion, safety and vibrancy. Furthermore, proactive identification and action in addressing systemic racism are critical to building an equitable society. In the Timiskaming Community Safety and Well-being Survey, two-thirds (64%) agreed that there are racist attitudes and/or behaviours present in their community. Awareness is a huge step in addressing racism and shows a commitment from the community towards an acknowledgement of the issue, which is a necessary step toward empowering those that are oppressed through racism. However, instances of racial discrimination and harassment can continue to persist when they are not addressed head-on due to societal aversions of the uncomfortable or difficult conversations involved in calling them out.

Respect, cultural competency and safety are important for local Indigenous Nations and Francophone populations. A Timiskaming District Indigenous Cultural-Linguistic Cultural Competency Framework was developed in partnership with the DTSSAB.

A history of systemic racial marginalization of First Nations and their peoples has manifested as continued inequitable outcomes at the community level where Indigenous peoples experience:

- Higher incidence of morbidity and mortality,
- Lower levels of educational attainment,
- Fewer economic opportunities,
- Higher levels of police intervention.

Gender-Based Violence

Gender-based violence refers to harmful acts directed at an individual based on their gender. It is rooted in gender inequality and disproportionately impacts women, girls, and Two-Spirit, trans, and non-binary people. It includes sexual, physical, mental, and economic forms of abuse inflicted in public or in private as well as threats of violence, coercion, and manipulation. While violence affects all people, some people are more at risk of experiencing violence because of various forms of oppression, such as racism, sexism, homophobia, transphobia and ableism. There is a greater incidence of gender-based violence in rural areas in addition to a nationally observed increase in domestic violence during the pandemic.

The Pavilion's Women's Shelter has 10 emergency shelter beds in Temiskaming Shores and a services office in Kirkland Lake for women experiencing homelessness due to violence against women (VAW). Pavilion provides various programs for women and families including childcare, education, victim counselling and a crisis support line in addition to providing public VAW training and education.

There isn't a local LGBTQ2S+ Pride in the Timiskaming District or as many services or resources for those with queer identities. These events and networks are important for members of the LGBTQ2S+ community for

placemaking, increased visibility and representation and connection to supports for vulnerable individuals.

Human Trafficking

In Canada, information from community members and police investigations suggests that those who are most likely to be trafficked are Canadian girls and women exploited for sexual purposes. Other higher at-risk populations include Indigenous women and girls, new immigrants, children in the child welfare system, persons living with disabilities, LGBTQ2 persons, and those struggling socially and/or financially. In addition, migrant workers may be at higher risk of exploitation and abuse due to language barriers, working in isolated/remote areas, lacking access to services and support, and/or correct information about their legal rights.

While human trafficking often takes place in large urban centres, it also occurs in smaller cities and communities. Over two-thirds of human trafficking incidents in Canada between 2009-2019 were reported in Ontario.³⁸ It is recognized that the presence of the Trans Canada Highway in the district presents risks of criminal activity associated with “drug corridors” and sex trafficking.

Road Safety

Increasing road safety in the Timiskaming district was identified as a top priority in the Timiskaming Community Safety and Well-being Survey. Impaired driving incidents in the district remain a concern as a significant factor in motor vehicle collisions and serious safety matters on the area’s highways, waterways and trails. A 5-year review by the OPP Temiskaming Detachment found that levels of alcohol or drug-related driving incidents have remained persistent, even slightly increasing in the most recent years.³⁹ The local OPP detachments remain focused on the enforcement of the “Big Four” causal factors of serious incidents. The Big Four include impaired driving (alcohol and drug), speeding and aggressive driving, inattentive or distracted driving and lack of occupant restraints and safety equipment.

Justice Services

The safety and well-being of communities in the Timiskaming District is and will always be, a top priority for the Temiskaming and Kirkland Lake OPP Detachments that serve the district. The Ontario government released its most recent Ontario Mobilization and Engagement Model for Community Policing (OMEM) in 2010. Implementation of the model and what it looks like in practice is ongoing and continues to develop and evolve. OMEM emphasizes having all community members and human services agencies working with the police to keep neighbourhoods safer, more secure, and healthier.

The OPP is committed to tackling violent crime and curbing criminal activity by addressing the root causes of crime and complex social issues and focusing on social development, prevention and risk intervention. The Timiskaming District has seen higher crime rates than the province in the past five years.¹² The district’s rates of sexual assault are greater than in the province, while there are also fewer specialized resources available for victims.

Over the past decade, police have increasingly been called to situations involving individuals who are facing mental health crises, addictions, homelessness and other complex social issues. Although police and emergency response are often the first points of contact in these situations, they are not necessarily equipped with the skills and training to respond to individuals with trauma or who are experiencing mental health crises. The Mobile Crises Response Team in development, led by the CMHA in partnership with the OPP will improve crisis response services and mental health referrals during response calls.

Canada’s justice system serves to facilitate the timely and just resolution of legal issues. However, it has been recognized that there are barriers that exist within the system that can make it difficult for the most vulnerable populations of which it means to protect. Many offenders in the justice system can be people suffering from mental

health and addictions issues and are often homeless. “Affordable justice” is a mounting concern and priority to ensure for all Canadians. There are two dimensions to cost that individuals may incur within the justice system: the direct cost of the service that the client pays through service fees and the indirect costs that the client bears in order to access a service, such as travel costs, time off work, childcare costs, or costs to access online services. Additionally, unique barriers that different groups face when navigating the justice system can include access to translators and interpreters, having appropriate services for particular cultural groups, such as Indigenous families and recent immigrants, and accessibility measures for persons with disabilities, such as visual and hearing impairments. These challenges have the potential to limit access and to properly represent oneself in the justice system. A number of service models eliminate or reduce the direct cost of the service for clients by subsidizing service costs, implementing financial criteria for means-tests or removing service fees altogether.



VI. Environment and Sustainability

The availability and use of Canada’s natural resources is a large contributor to many northern communities’ well-being, of which the Timiskaming District is no exception. Many are drawn to the region due to the opportunities to enjoy the outdoors and the natural environment in their community, while the region also benefits from the natural resource economies. Many district residents are able to enjoy urban amenities while also having readily available outdoor recreation and remote backcountry access. This connection to natural resources fosters a heightened community relationship to the health and sustainability of the environment. The sub-areas of environmental stewardship and climate change were identified for the plan.

Environmental Stewardship

Environmental stewardship is the responsible use and protection of the environment. Examples of responsible use include limiting the harvest of natural resources. Examples of protection include conservation and the creation of national and provincial parks. Indigenous peoples in Canada have practiced principles of environmental stewardship since time immemorial. Impacts of human activity on the environment are important to manage including industries’ ecological footprint, greenhouse gas emissions and climate change, and clean water. This sense of responsibility is a value that can be reflected through the choices of individuals, companies, communities, and government organizations, and shaped by unique environmental, social, and economic interests. In the Timiskaming Community Safety and Well-being Survey, 55% agreed that environmental pollution is a risk to their community.

Climate Change

Climate change can be a natural process where temperature, rainfall, wind and other elements vary over decades or more. Over the past millions of years, our world has been warmer and colder than it is now. But today we are experiencing unprecedented rapid warming from human activities, primarily due to burning fossil fuels that generate greenhouse gas emissions. We are already witnessing effects of climate change as in addition to unprecedented warmer temperatures experienced, other consequences of climate change seen include intense droughts, severe wildfires, flooding, catastrophic storms and declining biodiversity. In the Timiskaming Community Safety and Well-being Survey, 52% agreed that climate change is a risk to their community. The Government of Canada recently issued the Health of Canadians in a Changing Climate Report with nine key findings:⁴⁰

1. Climate change is already negatively impacting the health of Canadians.
2. Health risks will increase as warming continues, and the greater the warming, the greater the threats to health.
3. Some Canadians are affected more severely by climate change, as exposure and sensitivity to hazards and the ability to take protective measures varies across and within populations and communities.
4. The effects of climate change on health systems in Canada — for example, damage to health facilities and disruptions to health services and operations — are already evident and will increase in the absence of strong adaptation measures.

5. Efforts to prepare for climate change are known to reduce risks and protect health. We must take action now.
6. The health impacts of climate change on First Nations, Inuit, and Métis peoples are far-reaching, with disproportionate impacts on their communities, including food and water security and safety, air quality, infrastructure, personal safety, mental health and wellness, livelihoods, culture, and identity.
7. To successfully protect all Canadians from the health impacts of climate change, decision makers must pursue adaptation actions that are inclusive and equitable and consider the needs of racialized, marginalized, and low-income populations.
8. Increased efforts to reduce greenhouse gas emissions are required to help protect the health of Canadians.
9. Reducing greenhouse gas emissions can provide very large and immediate health co-benefits to Canadians.

Priority Areas Goals

18 goals are identified within this plan to direct strategic actions that will focus the district's collective efforts on social development and prevention. These goals were prioritized based on community need, anticipated impact, and local opportunities. Recognizing the large scope of community services, programs and development included in this plan, goals pertaining to all 25 sub-areas were not included in this first iteration of the CSWB plan. As the implementation of the CSWB Plan progresses and the plan matures, there will be the opportunity to expand the goals encompassed by the plan and its Performance Measurement Framework.

Suggested corresponding activities to achieve the goal outcomes are provided. The activities ultimately pursued will be dependent on the resources available when implementing the plan and aligned with the assets and strengths present in the community at the time.

I. Health & Well-being



Goal Outcomes:

- I.1 Ensure timely access to health services by increasing services and reducing wait times.
- I.2 Ensure health services are equitable and accessible to all by removing identified barriers.
- I.3 Reduce the incidence of mental health and substance misuse crises in the community.
- I.4. Increase access to quality and safe living arrangements at home for aging individuals, individuals with special or physical needs, and caregivers.

Activities can include:

- I.1.A1 Build coalitions to attract and retain health professionals and services.
- I.1.A2 Where service gaps are identified increase focus on those gaps to address the lack of service by increasing the services and availability of those services.
- I.2.A1 Develop an equity, diversity and inclusion evaluation tool for health services to identify equity and accessibility barriers for all populations.
- I.3.A1 Build coalitions to expand mental health and addictions services.
- I.4.A1 Work with organizations to break down barriers to accessing home support services and encourage older adults to ask for help.

II. Housing



Goal Outcomes:

- II.1 Increase available and affordable housing options for community residents through greater market inventory and access to subsidized housing and housing benefits.
- II.2 Create more pathways to housing through transitional and supportive housing options and services.
- II.3 Serve community members experiencing homelessness through expanded shelter services.

Activities can include:

- II.1.A1 Create a district housing assessment tool to scope, measure and evaluate the status and availability of affordable housing in the area.
- II.1.A2 Work with municipalities to create targets and measures for their affordable housing plans.
- II.2.A1 Build coalitions to develop new social and supportive housing.
- II.3.A1 Support the development, launch and operations of new shelters in the region, starting with Zack's Crib.
- II.3.A2 Maintain and utilize the By Name List as a tool to prioritize those who are in need of housing.
- II.3.A3 Create a working group on housing that adheres to the Reaching Home goals, funding and principles.

III. Employment & Economy



Goal Outcomes:

- III.1** Promote education, skills, and training for local jobs to create career pathways for local workforce opportunities.
- III.2** Reduce unemployment and underemployment by helping individuals apply for jobs and pursue opportunities that match their level of education and skills.
- III.3** Reduce skilled job vacancies in the region by retaining post-secondary graduates as permanent residents and members of the local workforce.

Activities can include:

- III.1.A1** Complete a human resource gap analysis to understand and scope the region's human resource needs.
- III.1.A2** Create partnerships between employers and educators to create and promote career pathways for local workforce opportunities through featured education, skills, and training.
- III.2.A1** Promote and support the employment services in the region to increase engagement by those who are unemployed or underemployed.
- III.3.A1** Build coalitions to develop new recruitment and retention strategies for identified jobs with frequent long-term vacancies and high rates of turnover.
- III.3.A2** Create multicultural/language programs to help bring newcomers and international students into the local labour force.

IV. Addressing Poverty



Goal Outcomes:

- IV.1** Increase regional understanding of evidence-based strategies that address root causes of poverty such as basic income and living wages.
- IV.2** Improve availability of affordable public transportation throughout the region and increase the mobility for residents to work, shop, play and access services.
- IV.3** Reduce food insecurity experienced in the region.

Activities can include:

- IV.1.A1** Build anti-poverty coalitions and plans to address food insecurity, housing, and unemployment and increase understanding of poverty.
- IV.1.A2** Determine what businesses/services offer "affordable access" for vulnerable groups (reduced rate, enhanced service, subsidy etc.).
- IV.2.A1** Complete a public transportation assessment to understand where transportation gaps exist in the region.
- IV.2.A2** Build regional transportation coalitions to increase access and availability.

V. Community Safety



Goal Outcomes:

- V.1** Increase the public's perception of safety in their communities.
- V.2** Improve road safety and reduce causal factors of roadway accidents.
- V.3** Ensure access to affordable justice for all residents.

Activities can include:

- V.1.A1** Coordinate training and public awareness related to addressing racism.
- V.1.A2** Build coalitions for community cohesiveness by breaking down of barriers between populations and the building of trust and understanding while eliminating stereotypes and misconceptions.
- V.1.A3** Promote the adoption of organizational training policies and the participation of the public for cultural awareness, safety and competency training.
- V.1.A4** Support violence against women organizations in educating the public and increasing access to resources for victims of gender-based violence.
- V.1.A5** Increase community awareness and understanding of human trafficking through public education.
- V.2.A1** Public education to make roadways, waterways and trails safer.
- V.2.A2** Maintain proactive measures and enforcement of the "Big Four" causal factors of roadway accidents. (Impaired, speeding/aggressive driving, inattentive/distracted driving and lack of occupant restraint and safety equipment).
- V.3.A1** Promote and support legal services that eliminate or reduce the direct cost of the service for clients.

VI. Environment & Sustainability



Goal Outcomes:

- VI.1** Foster a sense of community and community building around the natural environment in the region
- VI.2** Create plans for mitigating effects of climate change and adverse natural events in communities.

Activities can include:

- VI.A1** Build coalitions for recreational, advocacy and educational activities around the natural environment in the region.
- VI.A2** Make space for the involvement of the Indigenous communities and their traditional knowledge and expertise in environmental planning for the region.
- VI.A3** Solicit the involvement of resource industries through commitments to environmental sustainability and reinvestments into the community.
- VI.A1** Build coalitions for the development of local climate action plan(s).

Moving Forward

Implementing the Plan

For the CSWB Plan's implementation, appropriate and achievable inputs and outputs will need to be affirmed by the municipalities, partners and community stakeholders. Then, the plan's collective stakeholders must then join in the commitment to implement them. Inputs comprise of financial, human, material and information resources dedicated to the initiative/program (e.g., grant funding, dedicated human and capital resources, agreed partnership, etc.). Outputs are direct products or services resulting from the implementation of the plan's activities (e.g., multisector collaboration, clients connected to service, development of a plan, completion of a program, etc.). While community buy-in, coordination and collaboration are important to make gains on the plan's goals, targeted financial resource commitments from senior levels of government to fund relevant strategic activities will need necessary to see the plan's goals to fruition.

Role of the Plan Leads, the Municipalities and Partners

The Timiskaming District has prepared a CSWB Plan for the 23 municipalities in the district and the Municipality of Temagami. This approach was pursued given the size of many of the municipalities in the district and the interconnectedness of communities as many residents regularly travel between them for services, employment, purchases and leisure. Additionally, many service providers span the entire district, benefiting from one collective plan. A district plan aligns with the principle of Collective Impact, that through a common agenda, shared measurement, mutually reinforcing activities, and communication the district should be more successful at creating change and impact for its communities.

To create effective governance of a district wide CSWB Plan, it is recommended that a Plan Lead is established. The Plan Lead could be one organization or a partnership of multiple organizations. The role of the Plan Lead would be the responsibility of organizing the necessary working groups for the implementation of the CSWB Plan and supporting the working groups' progress. This would require both leadership (e.g., CSWB Plan Chair) and coordination (e.g., CSWB Plan Implementation Coordinator) capacity from the Plan Lead. To do this, it is recommended that the Plan Lead would introduce a dedicated CSWB Plan resource role (full or part-time) to manage the implementation of the plan overseen by a senior leader in the organization acting as the CSWB Plan Chair. The necessary funds to support this added organizational capacity would be made possible through the municipalities by contributing the funding based on apportionments. This collective district funding approach is highly recommended, as should any municipality choose to pursue the implementation of a CSWB individually, it would be expected that they would ultimately incur greater relative costs while duplicating efforts and likely having difficulty achieving the same impact alone compared to the rest of the district.

An example of a CSWB Plan Lead would be the DTSSAB and/or the Timiskaming Health Unit. They are well situated for the role given their organizations' district-wide service mandate and the span and relevance of the scope of their work in relation to community safety and well-being. It would also be a natural continuation of their leadership in the development of the CSWB Plan as part of the Steering Committee.

The Plan Lead will need the active involvement and support of the municipalities, community partners and community engagement in order to successfully implement the plan. While the Plan Lead will provide a central, steering position, it will rely on participants of various working groups to design and implement relevant plan activities. For the implementation of the CSWB Plan, the role of the Plan Lead will primarily be the following areas below, supported by municipalities and community partners.

1. Advocacy

- a. Municipal endorsements
- b. Supporting initiatives
- c. Lobbying for initiatives

2. Convening

- a. Meeting with stakeholder groups
- b. Brokering partnerships and committees
- c. Organizing CSWB Plan working groups and supporting their development and process

3. Monitoring

- a. Data collection and reporting
- b. Reviewing outcomes
- c. Amplifying finding

Performance Measurement Framework

A Performance Measurement Framework (PMF) is important so that community progress can be tracked and evaluated against the CSWB plan. A PMF should correspond with the strategic priorities, as follows:

1. From the plan's strategies, list the identified outcomes, as well as the outputs once they are determined. It is important to measure both outputs and outcomes – output indicators show that planning partners are doing the activities they set out to do, and outcome indicators show that their activities and outputs are having the desired impact or benefit on the community or target group.
2. Develop key performance indicators;
 - a. Quantitative indicators – these are numeric or statistical measures that are often expressed in terms of unit of analysis (the number of, the frequency of, the percentage of, the ratio of, the variance with, etc.).
 - b. Qualitative indicators – qualitative indicators are judgment or perception measures. For example, this could include the level of satisfaction from program participants and other such feedback.
3. Record the baseline data; information captured initially to establish the starting level of information against which to measure the achievement of the outputs or outcomes.
4. Forecast the achievable targets; the “goal” used as a point of reference against which planning partners will measure and compare their actual results against.
5. Research available and current data sources; third party organizations that collect and provide data for distribution. Sources of information may include project staff, other agencies, organizations, participants and their families, members of the public and the media.
6. List the data collection methods; where, how and when planning partners will collect the information to document their indicators (i.e., survey, focus group).
7. Indicate data collection frequency; how often the performance information will be collected.
8. Identify who has responsibility; the person or persons who are responsible for providing and/or gathering the performance information and data.

A PMF for the plan has been started with the goal outcomes, indicators, data sources and reporting frequencies. The establishment of baseline data and future targets can be added in forthcoming evaluation iterations. Currently, all indicators are identified as being reviewed on an annual basis, but this can be tailored based on the speed and relevance at which different data sources are collected. Additional data sources may be identified at later dates and can be used to update the plan or improve indicator fidelity.

Performance Measurement Framework Table



I. Health and Well-being

Goal Outcomes	Indicators	Data Sources	Frequency
I.1. Ensure timely access to health services by increasing services and reducing wait times.	I.1.M1 Percentage of residents in THU catchment area who have a regular healthcare provider. I.1.M2 Average time spent in Emergency Departments by presenting patients. I.1.M3 Length of stay of inpatients designated as alternate level of care and average long-term care home waitlists.	<ul style="list-style-type: none"> • Statistics Canada • Health Quality Ontario • Public Health Ontario • THU • Temiskaming Hospital • Blanche River 	Annual
I.2. Ensure health services are equitable and accessible to all by removing identified barriers.	I.2.M1 A process of evaluating competency of Equity, Diversity and Inclusion is applied to all health services. I.2.M2 Number of actions directed at breaking down stigmas of mental health, addiction and disenfranchised individuals accessing services I.2.M3 Number of new services and service expansions for better access, such as but not limited to geography, service delivery model, technology, hours of operations.	<ul style="list-style-type: none"> • CMHA • NEOFACS • FHTs • CSCT • Temiskaming Hospital • Blanche River • Mino M'Shki-Ki 	Annual
I.3. Reduce the incidence of mental health and substance misuse crises in the community.	I.3.M1 Total capacity of community supports for MH&A services. I.3.M2 Incidence rate of MH&A visits to Emergency Departments. I.3.M3 Incidence rate of emergency calls for overdoses. I.3.M4 Incidence rate of fatal overdoses.	<ul style="list-style-type: none"> • Public Health Ontario • OPP • Office of the Coroner 	Annual
I.4. Increase access to quality and safe living arrangements at home for aging individuals, individuals with special or physical needs and caregivers.	I.4.M1 Number of home assessments completed by occupational therapists. I.4.M2 Number of older adults and caregivers assisted in identifying and removing hazards to living safely in the home.	<ul style="list-style-type: none"> • DTSSAB • Temiskaming Home Support • Ontario Health Community Care • Temiskaming Hospital • Blanch River 	Annual
Suggested Activities: I.1.A1 Build coalitions to attract and retain health professionals and services. I.1.A2 Where service gaps are identified increase focus on those gaps to address the lack of service by increasing the services and availability of those services. I.2.A1 Develop an equity, diversity and inclusion evaluation tool for health services to identify equity and accessibility barriers for all populations. I.3.A1 Build coalitions to expand mental health and addictions services. I.4.A1 Work with organizations to break down barriers to accessing home support services and encourage older adults to ask for help.			

II. Housing



Goal Outcomes	Indicators	Data Sources	Frequency
<p>II.1 Increase available and affordable housing options for community residents through greater market inventory and access to subsidized housing and housing benefits.</p>	<p>II.1.M1 Number of housing development partnerships resulting in new builds II.1.M2 Community rental vacancy rates and average rental rates. II.1.M3 Percentage of households who spend >30% of income on shelter costs. II.1.M4 Average wait times for affordable housing applicants. II.1.M5 Number of seniors present on housing waitlist.</p>	<ul style="list-style-type: none"> • DTSSAB • TMA • Statistics Canada 	<p>Annual</p>
<p>II.2 Create more path ways to housing through transitional and supportive housing options and services.</p>	<p>II.2.M1 Number of individuals who are engaged in services designed to help obtain and/or retain housing. II.2.M2 Number of transitional housing units.</p>	<ul style="list-style-type: none"> • DTSSAB • CMHA • Salvation Army 	<p>Annual</p>
<p>II.3 Serve community members experiencing homelessness through expanded shelter services.</p>	<p>II.3.M1 Number of shelter beds. II.3.M2 Utilization of shelter services and average length of stay of shelter users.</p>	<ul style="list-style-type: none"> • DTSSAB • Pavilion's Women's Centre • Zack's Crib • Timiskaming Home Support 	<p>Annual</p>
<p>Suggested Activities:</p> <p>II.1.A1 Create a district housing assessment tool to scope, measure and evaluate the status and availability of affordable housing in the area.</p> <p>II.1.A2 Work with municipalities to create targets and measures for their affordable housing plans.</p> <p>II.2.A1 Build coalitions to develop new social and supportive housing.</p> <p>II.3.A1 Support the development, launch and operations of new shelters in the region, starting with Zack's Crib.</p> <p>II.3.A2 Utilise the By Name List, and keep current, as a tool to prioritise those who are in need of housing.</p> <p>II.3.A3 Create a working group on housing that adheres to the Reaching Home goals, funding and principles.</p>			

III. Employment and Economy



Goal Outcomes	Indicators	Data Sources	Frequency
<p>III.1 Promote education, skills and training for local jobs to create career pathways for local workforce opportunities.</p>	<p>III.1.M1 Rates of high school graduation and post-secondary education and training.</p> <p>III.1.M2 Number of local work placements filled that originate from employer/educator partnerships.</p>	<ul style="list-style-type: none"> • Statistics Canada • Ontario Ministry of Education • Northern College • District School Boards • TMA • Enterprise Timiskaming 	<p>Annual</p>
<p>III.2 Reduce unemployment and underemployment by helping individuals apply for jobs and pursue opportunities that match their level of education and skills.</p>	<p>III.2.M1 Rates of unemployment among residents.</p> <p>III.2.M2 Number of Ontario Works clients.</p> <p>III.2.M3 Percentage of labour force employed full-time.</p> <p>III.2.M4 Number of individuals who participate in employment services.</p>	<ul style="list-style-type: none"> • Statistics Canada • DTSSAB • Northern College 	<p>Annual</p>
<p>III.3 Reduce skilled job vacancies in the region by retaining post-secondary graduates as permanent residents and members of the local workforce.</p>	<p>III.3.M1 Percentage of post-secondary students who receive an employment offer within the region within 1 year of graduating.</p>	<ul style="list-style-type: none"> • Northern College • DTSSAB 	<p>Annual</p>
<p>Suggested Activities:</p> <p>III.1.A1 Complete a human resource gap analysis to understand and scope the region's human resource needs.</p> <p>III.1.A2 Create partnerships between employers and educators to create and promote career pathways for local workforce opportunities through featured education, skills and training.</p> <p>III.2.A1 Promote and support the employment services in the region to increase engagement by those who are unemployed or underemployed.</p> <p>III.3.A1 Build coalitions to develop new recruitment and retention strategies for identified jobs with frequent long-term vacancies and high rates of turnover.</p> <p>III.3.A2 Create multicultural/language programs to help bring newcomers and international students into the local labour force.</p>			

IV. Poverty



Goal Outcomes	Indicators	Data Sources	Frequency
IV.1 Increase regional understanding of evidence-based strategies that address root causes of poverty such as basic income and living wages.	IV.1.M1 After-tax median income of families. IV.1.M2 Percentage of persons on low income based on low-income cut-off (LICO).	<ul style="list-style-type: none"> • Statistics Canada 	Annual
IV.2 Improve availability of affordable public transportation throughout the region and increase the mobility for residents to work, shop, play and access services.	IV.2.M1 Number and frequency of public transportation services and routes in operation. IV.2.M2 Utilization of public transportation services. IV.2.M3 Number of transportation forms filled by ODSP and OW recipients.	<ul style="list-style-type: none"> • Municipalities • TMA 	Annual
IV.3 Reduce food insecurity experienced in the region.	IV.3.M1 Number of individuals accessing food assistance programs. IV.3.M2 Number of children relying on breakfast programs in schools or backpack programs. IV.3.M3 Percentage of households that are moderately or severely food insecure.	<ul style="list-style-type: none"> • Salvation Army • DTSSAB • Statistics Canada • THU • Canadian Red Cross 	Annual
<p>Suggested Activities:</p> <p>IV.1.A1 Build anti-poverty coalitions and plans to address food insecurity, housing and unemployment and increase understanding of poverty.</p> <p>IV.1.A2 Determine what businesses/services offer “affordable access” for vulnerable groups (reduced rate, enhanced service, subsidy etc.).</p> <p>IV.2.A1 Complete a public transportation assessment to understand where transportation gaps exist in the region.</p> <p>IV.2.A2 Build regional transportation coalitions to increase access and availability.</p>			

V. Community Safety



Goal Outcomes	Indicators	Data Sources	Frequency
V.1 Increase the public's perception of safety and belonging in their communities.	V.1.M1 Percentage of population who feel safe in their communities and residents' perception of the rate of crime in their communities. V.1.M2 Percentage of population experiencing discrimination in the past 5 years based on ethnocultural characteristics. V.1.M3 Police statistics of rates of victims of crimes.	<ul style="list-style-type: none"> • OPP • Statistics Canada • CSWB surveys • Timiskaming Vital Signs 	Annual
V.2 Improve road safety and reduce causal factors of roadway accidents.	V.2.M1 Number of collisions, injuries and fatalities in our communities involving motorized vehicles. V.2.M2 Number of impaired related motorized vehicle incidents.	<ul style="list-style-type: none"> • OPP 	Annual
V.3 Ensure access to affordable justice for all residents.	V.3.M1 Number of legal services that provide subsidized legal services for vulnerable clients.	<ul style="list-style-type: none"> • Legal Aid Ontario 	Annual
<p>Suggested Activities:</p> <p>V.1.A1 Coordinate training and public awareness related to addressing racism.</p> <p>V.1.A2 Build coalitions for community cohesiveness by breaking down barriers between populations and building trust and understanding while eliminating stereotypes and misconceptions.</p> <p>V.1.A3 Promote the adoption of organizational training policies and the participation of the public for cultural awareness, safety and competency training.</p> <p>V.1.A4 Support violence against women organizations in educating the public and increasing access to resources for victims of gender-based violence.</p> <p>V.1.A5 Increase community awareness and understanding of human trafficking through public education.</p> <p>V.2.A1 Public education to make roadways, waterways and trails safer.</p> <p>V.2.A2 Maintain proactive measures and enforcement of the “Big Four” causal factors of roadway accidents. (Impaired, speeding/aggressive driving, inattentive/distracted driving and lack of occupant restraint and safety equipment).</p> <p>V.3.A1 Promote and support legal services that eliminate or reduce the direct cost of the service for clients.</p>			

VI. Environment and Sustainability



Goal Outcomes	Indicators	Data Sources	Frequency
VI.1 Foster a sense of community and community building around the natural environment in the region	VI.1.M1 Percentage of population that is satisfied with the opportunities to enjoy the outdoors and the natural environment in their community. VI.1.M2 Percentage of population that agrees that their community is proactive in protecting and stewarding the environment. VI.1.M3 Number of reported renewable energy or sustainable practices initiatives/policies in place.	<ul style="list-style-type: none"> • CSWB surveys • Timiskaming Vital Signs • Municipalities • Private Sector • Charlton Sustainability Hub 	Annual
VI.2 Create plans for community effects of climate change and adverse natural events.	VI.2.M1 Up to date Emergency Response Plans.	<ul style="list-style-type: none"> • Municipalities 	Annual
<p>Suggested Activities:</p> <p>VI.1.A1 Build coalitions for recreational, advocacy and educational activities around the natural environment in the region.</p> <p>VI.1.A2 Make space for the involvement of the Indigenous communities and their traditional knowledge and expertise in environmental planning for the region.</p> <p>VI.1.A3 Solicit the involvement of resource industries through commitments to environmental sustainability and reinvestments into the community.</p> <p>VI.2.A1 Build coalitions for the development of local climate action plan(s).</p>			

Appendixes

Plan Guiding Principles

Four guiding principles are recommended to help the CSWB Plan's implementation and ultimate success. These are informed by best practices for community development initiatives.

Collective Impact

A strategy of collective impact is important for the Plan to be successful. This form of collaboration brings people together in a structured way towards a common agenda and plan of action to address a complex social problem.⁴¹ The collective impact approach is characterized by five core elements that facilitate effective cross-sector collaboration and the resulting population-level impacts. The underlying elements of collective impact for the Plan include:

- **Common agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
- **Shared measurement:** All participants agree on how to measure and report on progress, with a shortlist of common indicators identified to drive learning and improvement.
- **Mutually reinforcing activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated and mutually reinforcing activities.
- **Continuous communication:** All players are engaged in frequent, structured communication to build trust, assure mutual objectives and create common motivation.

Partnerships are critical to addressing community risk issues. Many community challenges cut across multiple sectors and government ministries, therefore coordination and activities by several community agencies will be needed to achieve the Plan's goals. The CSWB Plan actions will enhance partnerships within the community and increase inter-agency partnership. The support of agencies' senior leadership is critical, to empower staff to prioritize partnerships and sustain and build momentum for cross-agency initiatives when faced with competing priorities.

Social and environmental determinants of health

The conditions in which people are born, grow, work, live and age influence their overall health and well-being. These conditions, known as the social determinants of health, include social and economic factors that can positively or negatively influence health outcomes.⁴² The social determinants of health can include income, employment and working conditions, education and literacy, childhood experiences, physical environments, social supports and coping skills, healthy behaviours, access to health services, genetic dispositions, gender, culture and race/racism. Likewise, several environmental factors, such as outdoor and household air pollution, drinking water contamination, occupational exposure to hazardous materials and built environments that discourage physical activity, influence the risk and experience of chronic disease. Recognizing that factors outside the control of individuals can influence their well-being impacts the types of preventive and upstream actions that are needed to influence population health.

Applying An Equity Lens

Applying an equity lens is a consistent theme throughout the CSWB Plan. Equity refers to fair, just and respectful treatment that recognizes and acknowledges the need to treat people differently depending on their needs and circumstances. It involves the removal of barriers to address historic and current disadvantages for under-represented and marginalized groups. Marginalized populations face inequities in access and outcomes due to systemic barriers and historic disadvantages. This hinders their ability to feel safe and live to their full potential. As part of an equity lens, there will be consideration of anti-racist, anti-oppressive and culturally safe approaches to the work.

Anti-Racism

Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions. Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional, and structural levels.

A history of systemic marginalization of Indigenous peoples has manifested as continued inequitable outcomes at the community level. Indigenous residents experience a higher incidence of morbidity and mortality, lower levels of educational attainment, and fewer economic opportunities.⁴³ These experiences require sustained proactive action and focus, which places Indigenous residents at risk of competing priorities and burnout when advocating for themselves. When talking about inequitable outcomes, it is important to recognize that Indigenous peoples in Canada are not another equity-seeking group, as they are the original inhabitants of this land and are in fact sovereign peoples.

In the CSWB Community Survey, 64% of participants agreed that there are racist attitudes and/or behaviours present in the Timiskaming Districts. While the survey profile has its limitations as is not a fully community-wide poll, the level of awareness of this issue and the ability to speak to this says a lot about the motivation of the sample of the community to address racism and its inherent impacts. Awareness is a huge step in addressing racism and shows a commitment from the community towards an acknowledgement of the issue, which is a necessary step towards empowering those that are oppressed through racism.

Key Industries in the District

The 1903 silver rush in Cobalt and the arrival of the railroad greatly stimulated the development of the rest of Northern Ontario. While most of the mines in Cobalt were depleted and shut down by the 1970's, there still is plenty of mining activity in the District to this day. In Kirkland Lake is the "Mile of Gold", a line of 7 major mines that yielded extraordinary wealth for over 80 years from one of the world's largest deposits of gold. With the more recent rise in the price of gold, companies are reopening mines that were mothballed for decades, offering many new jobs and sparking an economic recovery in the area. Northern College's Haileybury School of Mines strives to support the local industry by fostering a global network of leaders in mining and related technologies.

In the second half of the 19th century, the forestry industry around Lake Timiskaming was developed through the Ottawa riverway system. The Ottawa River and its tributaries provided access to large tracts of forest, and allowed timber to float long distances at a time when there was no road or rail system available. Forestry remains active in the region to this day, managed through the Timiskaming Forestry Alliance and with First Nations, municipalities and logging companies recently forming the Temagami Management Unit. While harvesting across northern Ontario was seen to be down by about 50% from its peak in the early years of the 2000s, harvest rates on the 'Timiskaming Forest' that encompasses much of the District have remained high.⁴⁴

The first settlers were attracted to the rich farmland in the clay belt of northeastern Ontario. Today, agriculture is still vital to the economy of the Timiskaming region. In 2005, farmers in the District reported a total of \$49.8 million in gross farm receipts which was the highest value of any District in northern Ontario.⁴⁵ Northern College's Haileybury Campus provides a number of specialized agricultural programs, connecting students directly with areas of the industry's growth.

Appendixes

What Community Safety and Well-being means to you?

Timiskaming District residents were asked, “What Community Safety and Well-being means to you?” Community responses taken from the Timiskaming District’s CSWB Survey included:



Community Survey

Timiskaming District residents were asked, “What Community Safety and Well-being means to you?” Community responses taken from the Timiskaming District’s CSWB Survey included:

The Survey has had 509 English and 10 French survey responses for a total of 519 participants.

The survey consisted of 11 pages, and a total of 50 total questions collecting information regarding:

- o Education
- o Employment
- o Housing
- o Recreation and Culture
- o Mental Health
- o Substance Use
- o Environment and Sustainability
- o Community Safety and Perceptions of Crime
- o Equity in the Community
- o Community Well-Being
- o Demographic Information

Survey Highlights: survey participants...

- Feel that educational or training opportunities are unaffordable (32% - question #6)
- Have concerns about having enough money to pay for housing/rent, food, clothing, utilities and/or other basic necessities (38% - question 11)
- Feel that their community is not proactive in creating options to improve affordable housing (49% - question 14)
- Agree that their community needs enhanced emergency shelter services to address homelessness in the community (54% - question #15)
- Agree that their community needs additional temporary/transitional housing to help people in crisis reach permanent housing (67% - question #16)
- Agree that their community needs additional seniors housing, assisted living and long term care residences to help people age safely in our communities (85% - question #17)
- Agree that climate change is a risk to their community (52% - question #22)
- Agree that environmental pollution is a risk to my community (55% - question #23)
- Feel that there are **not** sufficient mental health services in the Timiskaming District to serve the needs of the community (68% - question #27)
- Feel that there are **not** sufficient addiction services in the Timiskaming District to serve the needs of the community (60% - question #30)
- >1/3 feel somewhat unsafe in their community (37% - question #32)
- Feel that over the last three years, do you think crime in their community has increased (61% - question #35)
- Agree that there are racist attitudes and/or behaviours present in their community (64% - question #40)
- The top voted priority areas were: (question #43)
 1. Housing (14%)
 2. MH&A services (14%)
 3. Health services (13%)
 4. Road safety (10%)
 5. Employment service (9%)

Glossary of Acronyms

CMHA –Canadian Mental Health Association

EMS –Emergency Medical Services

EMTs – Emergency Medical Technicians

GED – General Educational Development (certified Canadian high school equivalency)

LTC – Long Term Care

LICO – Low-income cut-off

MCRT –Mobile Crises Response Team

NEOFACS – North Eastern Ontario Family and Child Services

ODSP – Ontario Disability Support Program

OMEM – Ontario Mobilization and Engagement Model for Community Policing

OPP – Ontario Provincial Police

OW – Ontario Works

PMF – Performance Measurement Framework

SCWW – Seniors Centre Without Walls

TPU – Timiskaming Health Unit

VAW – Violence Against Women

References

¹2021 Census. Statistics Canada.

²Preliminary Patterns in Circumstances Surrounding Opioid-Related Deaths in Ontario during the COVID-19 Pandemic. The Ontario Drug Policy Research Network. 2020.

³Timiskaming Substance Use Disorder Support Program Briefing. Timiskaming Opioid Poisoning Prevention Task Force. July 2021.

⁴Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

⁵Statistics Canada (2021).

⁶Why Canada is losing affordable rental housing faster than it's being built. The Fifth Estate. CBC. March 2022.

⁷ Report of the Ontario's Housing Affordability Task Force. Ontario Housing Affordability Task Force. February 2022.

⁸Collective Impact Forum. Collective impact principles of practice.

<https://www.collectiveimpactforum.org/sites/default/files/Collective Impact Principles of Practice.pdf>

⁹Government of Canada. Social determinants of health and health inequalities. <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>

¹⁰Pampalon, R. "Health Disparities in Rural Areas in Quebec." Journal of Social Science Medicine. 33 no. 4, (1991):355-360.

¹¹Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

¹²Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

¹³Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

¹⁴Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

¹⁵Interview with Temiskaming Hospital.

¹⁶Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.

¹⁷Annual Demographics Estimates: Canada, Provinces and Territories, 2017

¹⁸Timiskaming Seniors; Centre Without Walls Executive Summary. Timiskaming Health Unit. October 2019.

- ¹⁹Statistics Canada (2021). Table 13-10-0113-01 Health characteristics, two-year period estimates.
- ²⁰Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²¹Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²²Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²³Mirowsky J., Ross C. Education, personal control, lifestyle, and health. A human capital hypothesis. *Res. Ag.* 1998;20:415-449. doi: 10.1177/0164027598204003.
- ²⁴Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²⁵Ontario Ministry of Education. Five-Year Graduation Rate. School Board Progress Reports 2020.
- ²⁶Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²⁷Basic statistics about poverty in Canada. *Canada Without Poverty*. 2022.
- ²⁸Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ²⁹Basic statistics about poverty in Canada. *Canada Without Poverty*. 2022.
- ³⁰Food Insecurity Policy Research. Household food insecurity in Canada. 2018.
- ³¹The cost of poverty. *Canada Without Poverty*. 2022.
- ³²Social Assistance Statistical Report: 2009-2013. Federal-Provincial-Territorial Directors of Income Support. 2016.
- ³³Statistics Canada (2017). Timiskaming Health Unit Census Profile. 2016 Census.
- ³⁴Prevalence, Severity and Impact of Household Food Security: A Serious Public Health Issue. *Dieticians of Canada*. 2016
- ³⁵Food Insecurity Policy Research. (2018, February 22). Household food insecurity in Canada.
- ³⁶Household Food Insecurity in Canada, 2014. Valerie Tarasuk, Andy Mitchell and Naomi Dachner. 2016.
- ³⁷Position Statement and Recommendations on Responses to Food Insecurity. *Ontario Dieticians in Public Health*. 2020.
- ³⁸Statistics Canada. Police-reported crime statistics in Canada. 2019.
- ³⁹OPP Temiskaming Detachment. 2020-2022 Action Plan.
- ⁴⁰Health of Canadians in a Changing Climate: Advancing Our Knowledge for Action. Government of Canada. 2022.
- ⁴¹Collective Impact Forum. Collective impact principles of practice. <https://www.collectiveimpactforum.org/sites/default/files/Collective Impact Principles of Practice.pdf>
- ⁴²Government of Canada. Social determinants of health and health inequalities. <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>
- ⁴³The College of Family Physicians of Canada. *Health and Health Care Implications of Systemic Racism on Indigenous Peoples in Canada*. 2016.
- ⁴⁴Timiskaming Forest Independent Forest Audit. ArborVitae Environmental Services. 2010.
- ⁴⁵Population and Agricultural Census (1996-2006)



Corporation of the Municipality of Temagami

Memo
2022-M-167

Report to Council

Subject:	Man Hole Repairs/ Replacement in Temagami North
Agenda Date:	June 16/ 2022
Attachments:	

RECOMMENDATION

BE IT RESOLVED THAT Council receive report 2022-M-167, Man Hole Project, Temagami North, for information.

INFORMATION

In 2021, after the sanitary sewers in Temagami North were videotaped, Public Works was approved to complete the repairs/ replacement (if needed) of 6 manholes located on Goward Avenue, Hillcrest Street, Cedar Street and Popular Street to reduce the infiltration of groundwater to the sanitary system. This work was to consist of digging around the manholes to the base of them and reparse and water seal each joint to eliminate any further infiltration.

Bruman construction started late last fall where only 3 were completed because of winter set in so the last 3 manholes were completed in June of 2022, as we are aware in our area that the construction of this project was hindered because of the course backfill that was used and also that the water/sewer and force main were all very close together that a Vac Truck had to be used because normal equipment could not dig out the rocky material that was used to back fill.

All of the manhole covers were replaced to allow for the raising of the roads for future projects. (Paving) While completing this work we only had to replace 2 Cement sections but had to order and pour cement around the bases of the Manholes to stop further infiltration from coming in due to being below the water table of Net Lake, this work was more than anticipated (Bad Materials) but all the manholes repaired were nice and dry as of June, 8/ 2022.

When we consider doing more sealing of manholes in the future we must consider that a Vacuum truck will likely have to be used because of the closeness of the pipes.

Public Works continues to investigate infiltration on Birch Crescent and will keep council informed of any changes of flows to our lagoon in the near future.

Prepared by:
Barry Turcotte
Public Works Superintendent

Reviewed by:
Craig Davidson
Treasurer/Administrator



Corporation of the Municipality of Temagami

Memo No.
2022-M-168

Memorandum to Council

Subject: FoodCycler Municipal Pilot Program

Agenda Date: June 16, 2022

Attachments: Temagami Proposal; FAQ

RECOMMENDATION

BE IT RESOLVED THAT Council direct Staff to accept the FoodCycler Proposal, Option 2 Bundle with the affordable add on with a net municipal cost, after sales to the public, of \$8,875 plus applicable taxes.

INFORMATION

At the last session of Council, a presentation was received from FoodCycler. Their product reduces food waste to a nutrient rich soil amendment that can be added to plants or gardens etc. The goal is to reduce the amount of food waste that arrives at the landfill site.

The pilot project would start before September 1, 2022 and participants will be asked to track the weekly usage of their FoodCycler for 12 weeks. At the end there will be a survey and these results can be shared with FoodCycler and with our waste management data collection.

The options are included in the proposal. For each of them, the municipality would pay costs up front and then recover a portion of these costs from residents as they pick up the FoodCycler. Option 1 is just the FoodCycler whereas Option 2 is the FoodCycler and a set of replacement filters. Adding the 5 additional units makes the proposal slightly more cost effective.

It should be noted the cost noted in the recommendation are about \$2,000 higher due to the cost of shipping.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



FOODCYCLER™ MUNICIPAL PILOT PROGRAM



**MUNICIPALITY OF
TEMAGAMI**

Thursday, June 9, 2022

Municipality of Temagami
7 Lakeshore Drive

Temagami, ON P0H 2H0
(705) 569-3421

Dear Municipality of Temagami Staff and Council,

Thank you for your interest in food waste diversion in your community. Food waste and loss is a huge problem in Canada and worldwide with global food waste accounting for 8% of worldwide greenhouse gas emissions.

The purpose of the FoodCycler™ Pilot Program is to measure the viability of on-site food waste processing technology as a method of waste diversion. By reducing food waste at home, you can support your environmental goals, reduce residential waste, reduce your community's carbon footprint, and extend the life of your community's landfill(s).

Based on several factors, we believe the Municipality of Temagami would be a great fit for the benefits of this program, and we are proposing a study involving 50 households in the Municipality of Temagami .

The FoodCycler FC-30 can process ~2 litres of food waste per cycle and converts it into a nutrient-rich soil amendment that can be added to plants / gardens or pelletized for home heating purposes. Power consumption per cycle is ~0.8 kWh.

Every FoodCycler deployed is estimated to divert at least 2 tonnes of food over its expected lifetime. Based on market rates of \$100/tonne of waste, 50 households participating would divert 100 tonnes of food waste and save the municipality an estimated \$10,000.00 in costs. Please note that this analysis is based on market rates and depending on remaining landfill lifespan and closure costs, local rates for waste disposal may vary.

Every tonne of food waste diverted from landfill is estimated to reduce greenhouse gas emissions by 1.3 tonnes of CO₂e before transportation emissions. Based on this, 50 households could divert approximately 130 tonnes of greenhouse gas emissions.

Food Cycle Science is excited to have you on board for this exciting and revolutionary program. The FoodCycler™ Municipal Solutions Team is always available to answer any questions you might have.

Warm regards,
The FoodCycler™ Municipal Team



As of the date of this proposal, there are a total of 38 Canadian municipalities who have signed on to participate in a FoodCycler program. Through this partnership, our partners are able to achieve immediate and impactful benefits and acquire valuable insight about food waste diversion in our country.

Food Cycle Science is looking to achieve the following through this proposed partnership:

- 🌱 Receive high-quality data from pilot program participants regarding food waste diversion
- 🌱 Receive high-quality feedback from residents, staff, and council regarding the feasibility of a FoodCycler food waste diversion program for the Municipality of Temagami and similar communities
- 🌱 Demonstrate the viability of our technology and solutions in a municipal setting so the model can be re-deployed in other similar communities in Canada

The Municipality of Temagami would receive several benefits through this partnership:

- 🌱 Opportunity to trial a food waste diversion solution at a cost well below market prices
- 🌱 Reduced residential waste generation thus increasing diversion rates
- 🌱 Reduced costs associated with waste management (collection, transfer, and landfill operations)
- 🌱 The reduction of greenhouse gas (GHG) emissions from transportation and decomposition of food waste in landfills
- 🌱 Extend the life of your landfill(s)
- 🌱 Opportunity to support Canadian innovation and clean tech
- 🌱 Opportunity to provide residents with an innovative solution that reduces waste and fights climate change, at an affordable price
- 🌱 Obtaining data that could be used to develop a future organic waste diversion program

Residents of the Municipality of Temagami would receive several benefits through this partnership:

- 🌱 Opportunity to own an at-home food waste diversion solution at a cost well below market prices
- 🌱 Support climate change goals by reducing waste going to landfill
- 🌱 Ability to fertilize their garden soil by generating a nutrient-rich soil amendment
- 🌱 Reduce the “ick factor” of garbage to keep animals and vermin away
- 🌱 Reduce trips to the waste site and save on excess waste fees where applicable



In the pages that follow, we will offer two pilot program options for consideration. Each option uses a cost subsidy model where FoodCycler provides an investment, the Municipality of Temagami provides a subsidy, and the resident provides the remaining contribution. The purpose of this model is to make this technology accessible to all parties at a cost well below market prices.

Option 1: Includes 1 FoodCycler to each of the 50 participating households.



Option 2 - FoodCycler Bundle: Includes 1 FoodCycler plus 2 Replacement Filter Packs to each of the 50 participating households. This bundle will provide the average user with enough filters to last an entire year. Based on feedback from our past pilots, residents expressed their desire to have convenient and local access to discounted replacement filters from their municipality.



+
2 Filter
Sets



Affordable Add-On: To ensure this program is accessible by all Canadians, regardless of income, we also offer an optional Affordable Add-On for each option at the municipality’s discretion. This Affordable Add-On enables the municipality to offer *highly discounted* FoodCyclers to members of the community who wish to participate but cannot access the program at the established rates. Through this option, you will be able to provide a limited number of FoodCyclers to residents or community organizations for only \$50.00, or \$75.00 for the bundle.

Option 1

FoodCycler FC-30

A pilot program with 50 participating households/residents is proposed based the model below:

Total Invoiced Amount:

	Price	Qty	Total
Municipal Price	\$300.00	50	\$15,000.00
Shipping Estimate			\$2,000.00
Total Invoice Amount			\$17,000.00

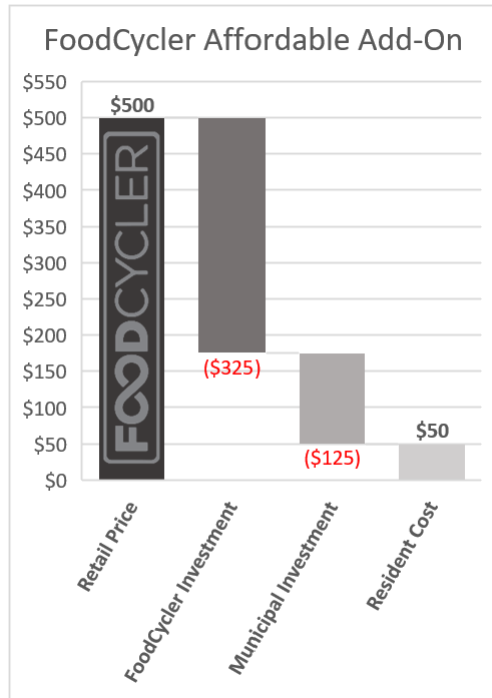
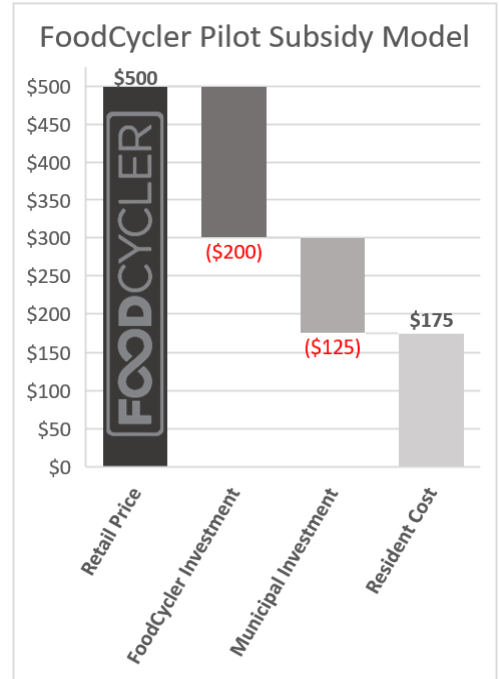
Plus applicable taxes.

The resident contribution of \$175.00 per unit will offset program costs by the following amount:

Net Municipal Cost:

	Price	Qty	Total
Total Invoice Amount			\$17,000.00
Less Resident Resale	\$175.00	50	\$8,750.00
Net Municipal Cost			\$8,250.00

Plus applicable taxes.



The Municipality of Temagami will be given the option to add on 5 more units at well below cost. We ask that you make these units accessible at only \$50.00 for those who cannot afford to participate at full price.

Total Invoiced Amount:

	Price	Qty	Total
Municipal Price	\$175.00	5	\$875.00
Shipping Estimate		Included	
Total Invoice Amount			\$875.00

Plus applicable taxes.

Net Municipal Cost:

	Price	Qty	Total
Total Invoice Amount	\$175.00	5	\$875.00
Less Resident Resale	\$50.00	5	\$250.00
Net Municipal Cost	\$125.00	5	\$625.00

Plus applicable taxes.

Option 2

Bundle: FoodCycler FC-30 + 2 Replacement Filter Sets

A pilot program with 50 participating households/residents is proposed based the model below:

Total Invoiced Amount:

	Price	Qty	Total
Municipal Price	\$325.00	50	\$16,250.00
Shipping Estimate			\$2,000.00
Total Invoice Amount			\$18,250.00

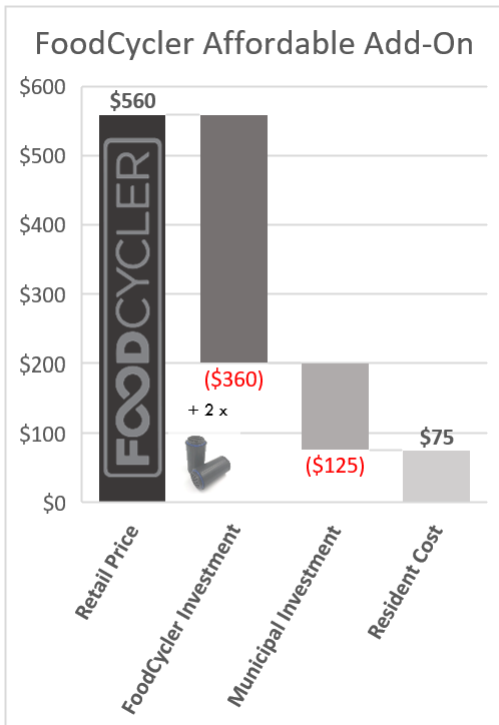
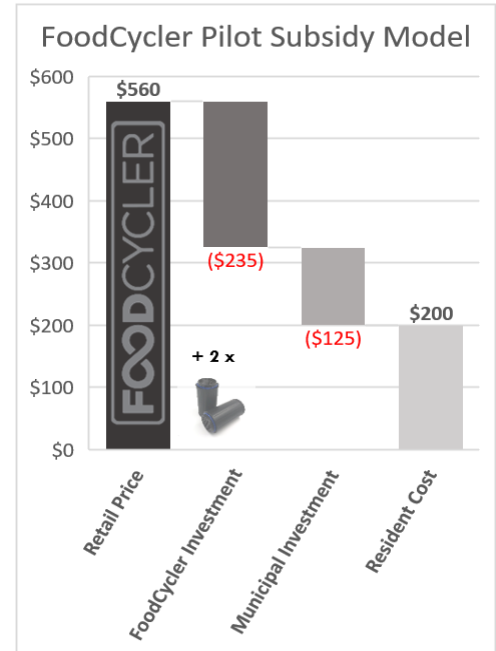
Plus applicable taxes.

The resident contribution of \$200 per unit will offset program costs by the following amount:

Net Municipal Cost:

	Price	Qty	Total
Total Invoice Amount			\$18,250.00
Less Resident Resale	\$200.00	50	\$10,000.00
Net Municipal Cost			\$8,250.00

Plus applicable taxes.



The Municipality of Temagami will be given the option to add on 5 more units at well below cost. We ask that you make these units accessible at only **\$75.00** for those who cannot afford to participate at full price.

Total Invoiced Amount:

	Price	Qty	Total
Municipal Price	\$200.00	5	\$1,000.00
Shipping Estimate			Included
Total Invoice Amount			\$1,000.00

Plus applicable taxes.

Net Municipal Cost:

	Price	Qty	Total
Total Invoice Amount	\$200.00	5	\$1,000.00
Less Resident Resale	\$75.00	5	\$375.00
Net Municipal Cost	\$125.00	5	\$625.00

Plus applicable taxes.

Purchase and Program Terms

Shipping: Shipping estimates to your location may range from \$1,500.00 – \$2,500.00 and the \$2,000.00 quoted is an estimated average based on today's shipping rates. The Municipality may choose the shipping option that best suits their budget and needs. Food Cycle Science is responsible for preparing the shipment, providing tracking, and providing an estimated delivery range. The municipality is responsible for providing accurate shipping information including full address, contact name, and contact phone number. The municipality must be able to receive shipment on the agreed upon date range and is responsible for communicating with the shipping company to arrange a delivery time. Any charges incurred due to changes in delivery, delay, or re-direct will be charged to the municipality.

Confirmation Deadline: Confirmation of order (Council resolution / signed quote) to be received no later than July 31, 2022.

Payment Terms: Payment due only upon receipt of goods.

Accessories: Additional filters and other accessories may be purchased from FoodCycler at wholesale rates for resale to residents under the pilot program with no additional freight cost provided they are included in the initial order.

- Additional replacement filter packs may be purchased at a price of \$22.12 + tax in increments of 20.
- Spare buckets may be purchased at a price of \$50.00 + tax and must be purchased in increments of 6.

Warranty: 1-year standard manufacturer's warranty starting on date of delivery of all FoodCycler units to the Municipality of Temagami . We will repair or replace any defects during that time. Extended warranties may be purchased at additional cost of \$25.00 per year.

Buyback Guarantee: FoodCycler will buy back any unsold units after a period of 1 year from the delivery date. All units must be in new and unopened condition. The municipality is responsible for return shipping to our warehouse in Ottawa, ON plus a \$25.00/unit restocking fee.

Surveys / Tracking:

- The trial / survey period will be for 12 weeks starting on or before September 1, 2022.
- Residents will be asked to track weekly usage of the FoodCycler during each week of the trial.
- At the end of the 12 weeks, residents must report their usage and answer survey questions. Survey is to be provided by FoodCycler and approved by the Municipality of Temagami .
- The survey is to be administered by the Municipality of Temagami and all survey results are to be shared with FoodCycler. The Municipality of Temagami is responsible for data collection and ensuring all personal information of participants is removed from any data ahead of sharing with FoodCycler.
- The Municipality of Temagami may administer additional touchpoints with participants at their discretion.

Usage of Name and Logos: Municipality of Temagami and Food Cycle Science mutually grant permission to use the name and/or logo or any other identifying marks for purposes of marketing, sales, case studies, public relations materials, and other communications solely to recognize the partnership between Food Cycle Science and Municipality of Temagami for the FoodCycler program.

Customer Support / Replacement Units:

- FoodCycler has a dedicated municipal support team that is available to assist customers with any troubleshooting, repairs, or replacement when required.
- FoodCycler will provide a small number of spare FoodCycler FC-30 units with the initial order to be used for replacements if/when required. The Municipality of Temagami would be tasked with assisting residents with replacements where necessary. Replacement units will be supplied at no cost to the municipality and represent approximately 2% of the total initial order. This represents our anticipated/accepted failure rates.
- Any unused spare units remaining after the warranty period shall be donated to a local school, with priority given to schools participating in Eco Schools Canada programs.

Please choose the option that best suits a program for your community:

Option	Invoice Amount	→	Net Municipal Cost	Select to Confirm	Affordable Add-On	Invoice Amount	→	Net Municipal Cost	Select to Confirm
Option 1: FoodCycler	\$17,000	→	\$8,250	<input type="checkbox"/>	+ 5 units	\$875	→	\$625	<input type="checkbox"/>
Option 2: Bundle	\$18,250	→	\$8,250	<input type="checkbox"/>	+ 5 bundles	\$1,000	→	\$625	<input type="checkbox"/>

Terms Accepted and Agreed by Municipality of Temagami :

Name / Title

Name / Title

Signature

Date

Signature

Date

FoodCycler looks forward to working with the Municipality of Temagami to reduce the amount of food waste going to landfill in a manner that is convenient and cost-effective.

Sincerely,

Ami Gagné

Municipal Project Coordinator at Food Cycle Science

amig@foodcycler.com | 613-979-4167

FAQ

THE FOODCYCLER™

What is a Foodcycler™?

The FoodCycler™ is a closed-loop indoor compost alternative, which speeds up the natural decomposition process through aerobic digestion of waste. The unit dries and grinds food waste into a dry, odourless, nutrient-dense by-product that is significantly reduced in weight and volume from its unprocessed state. The end product is free from bacteria, and weed seeds and food-borne pathogens are eliminated in the process.

What is the power usage for the FoodCycler™?

Each cycle consumes approximately 0.8 kWh, which is equivalent to having a desktop computer running for the same amount of time as the cycle. Dependent on where you live, the regular use of the FoodCycler™ should not cost you more than \$2-\$4 per month.

How long will my FoodCycler last?

The FoodCycler™'s average life span is estimated to be at least 6-7 years when operated following all instructions (depending on the usage). FoodCyclers™ have been in production since 2014 and the vast majority of them are still fully functioning. In addition, FCS offer a 1-year standard manufacturer's warranty starting on the date of delivery of all FoodCycler™ units to our municipal partners. Extended warranties may also be purchased at additional cost.

What's the mechanism of breakdown?

The FoodCycler has a heating application that runs for several hours to heat and sterilize the food waste. Once the heating is completed, the grinding function is activated which completely grinds the food waste. The unit dries and grinds food waste into a dry, odourless, nutrient-dense by-product that is significantly reduced in weight and volume from its unprocessed state (~90%). The end product is free from bacteria, and weed seeds and food-borne pathogens are eliminated in the process.

How does my FoodCycler reduce greenhouse gas emissions?

The FoodCycler™ is comparable in CO₂e emissions to central composting (before transportation emissions) and backyard composting (if done correctly). FoodCycler™ offers a >95% reduction in CO₂e compared to sending food waste to landfill.

How often do I need to replace the filter? Where can I buy them?

The carbon filters last anywhere from 3 to 6 months with regular use. The filter light sensor is a guide only - the best indication of whether your filters require replacement is odour. The FoodCycler™ requires a set of filters to function. The municipal retail price is at \$22.12+taxes included for a set of filters. The filters can also be purchased on vitamix.com, retailing at approximately \$29.95+taxes.

The filters are composed of PP5 plastic and therefore can be recycled. First, however, you will need to carefully prise off the top of the filter and empty out the carbon powder contained within. This powder is safe and can be put in the garbage, compost pile, or directly in your garden. Refillable filters are coming soon.

Does the FoodCycler come in different sizes or volumes?

As today, we only offer one model of FoodCycler™. The unit has a 2.5L bucket capacity. An extra bucket may be purchased to collect food waste when the bucket is in use which can effectively “double your capacity”. Each machine typically can run two cycles per day when alternating buckets. FCS is planning to release a new model sometimes in 2022 with a larger capacity.

FCS is proactively working to expand and explore options to accommodate bigger households and potentially small businesses, so that community members may access these technologies at a size that suits their needs.

What can I do with the by-products?

There are many uses for your FoodCycler™'s byproducts. Please refer to the FoodCycler Municipal Pilot Program Resident Guide for more information.

Do you have any questions about the mechanisms of the FoodCycler™?

Visit <https://www.foodcycler.com/faq> for more information or contact us at info@foodcycler.com.

THE FOODCYCLER PILOT PROGRAM

What happens if the municipality can't sell the units ordered?

FCS will offer support at the marketing and promotional level to help ensure the visibility of the Pilot Program in your community. We will send you marketing materials, including a 1-page flyer, a resident guide and any graphics to help support marketing efforts.

Based on our experience, we have confidence that the units will be sold. However, we do understand that this can be a concern and for this reason, we do have a buy-back clause in place if the units are not sold (plus a small restocking fee of 25\$/unit and shipping fee).

Which pilot scope is recommended for my municipality?

We recommend municipalities to choose their pilot scope based on their municipality's population (see chart below).

Municipality Population	Pilot Scope	Municipal Investment*
<2500 residents	50 households	\$6,250 + shipping
2500 – 10,000 residents	100 households	\$12,500 + shipping
>10,000 residents	200 households	\$25,000 + shipping

Please note that these are suggestions based on our experience. FCS is open to explore other program sizes or adjust the subsidy amount that is tailored to your needs and/or budget.

**HST not included*

What is the difference between the retail pricing vs. the municipal pricing?

The FoodCycler Impact Canada pilot program is built using a subsidy model where FCS provides a discount to municipalities that are purchasing FoodCyclers. We then ask the municipality to subsidize the cost by \$125 per unit (plus shipping). Using this model, the resident has the opportunity to purchase a \$500 FoodCycler at a discounted price of \$175. Residents can keep the FoodCycler after the 12-week pilot.

What the optional add-ons?

On top of the regular FoodCycler kit (see the slide *Option 1* of the presentation), we are also introducing a new bundled package that includes not just the FoodCycler, but enough spare filters to last the average user an entire year (see the slide *Option 2* of the presentation). In this bundle, the municipal contribution remains the same, but the resident will benefit from getting \$60 worth of filters for only \$25 more. This bundle was created based on feedback from our past pilot programs where residents expressed that they valued being able to buy discounted filters conveniently and locally, rather than online at full price.

The affordable add-on options was created because we are aware that the \$175 or \$200 will be appealing to many, but not affordable for everyone. We strongly believe food waste diversion solutions should be available to all Canadians, and to show that we are serious, municipalities will have the option to top up your order by 10% more units for only \$175 each, which we would ask you to make available to members of your community for only \$50. This is intended for low-income households, community housings, group homes, or non-profit organizations, or anyone who could genuinely benefit from an affordable option.

What are available after the subsidies have been exhausted?

We are open to exploring additional funding opportunities with our potential partners.

How many municipalities are currently involved in the Pilot Program?

We are working with 33 Canadian municipalities across 7 provinces/territories. FCS is currently seeking additional implementation partners to be part of this program which comes with direct investment into your community to offset the cost of the program.

FAQ

LE FOODCYCLER

Qu'est-ce qu'un FoodCycler™ ?

Le FoodCycler™ est une alternative de compostage intérieur en circuit fermé, qui accélère le processus naturel de décomposition par digestion aérobie des déchets. L'appareil sèche et broie les déchets alimentaires en un sous-produit sec, inodore et dense en nutriments, dont le poids et le volume sont considérablement réduits par rapport à leur état non traité. Le produit final est exempt de bactéries, et les graines de mauvaises herbes et les agents pathogènes d'origine alimentaire sont éliminés au cours du processus.

Quel est l'utilisation du pouvoir du FoodCycler™?

Chaque cycle consomme environ 0.8 kWh, qui est l'équivalent d'avoir un ordinateur portable qui fonctionne pour le même montant de temps. Selon l'endroit où vous habitez, l'utilisation du FoodCycler™ ne devraient pas vous coutez plus que 2.00\$ à 4.00\$ par mois.

Combien d'années durera mon FoodCycler™ ?

En suivant les directives de marche et selon la fréquence d'utilisation, l'espérance de vie du FoodCycler est estimé d'être environ 6 à 7 ans. Le FoodCycler™ est en production depuis 2014 et la grande majorité dont encore en pleine marche. En plus, FCS offre un garanti standard du fabricant d'un an qui commence dès la date de l'arrivée de vos FoodCyclers. Nous offrons aussi des garantis prolongé en supplément.

Quel est le mécanisme de la décomposition des déchets?

Afin de décomposer les déchets, le FoodCycler™ chauffe et broie le matériel organique jusqu'à ce que le produit soit complètement broyée et stérile. L'unité sèche et broie ces déchets dans un produit final sans odeur, stérile et plein de nutriments qui est réduit en poids et volume.

Comment est-ce que mon FoodCycler™ réduit les émissions de gaz à effet de serre?

Le FoodCycler™ est comparable aux émissions de CO₂ associé avec le compostage central (avant les émissions du transport par camionnage) et le compostage domestique

(s'il est bien fait). Le FoodCycler™ réduit les émissions de CO₂ par plus de 95% comparé à envoyer les déchets alimentaires aux sites d'enfouissement.

Comment souvent dois-je remplacer les filtres? Où puis-je les acheter?

Les filtres à charbon durent de 3 à 6 mois avec usage régulier. Le capteur de lumière est seulement une suggestion. Le meilleur indice qu'il est temps de changer les filtres est lorsque vous remarqué une odeur. Le FoodCycler nécessite une paire de filtre pour fonctionner. Le prix pour une paire de filtre offert aux municipalités est de 22.12\$ plus taxes. Les filtres peuvent aussi être acheter sur www.vitamix.com pour un prix de 29.95\$ plus taxes.

Les filtres sont faits avec le plastique PP5 qui veut dire qu'ils peuvent être recycle. Avant de les recycler, vous devez, avec attention, enlever le haut des filtres et vider la poudre à charbon qui se trouve à l'intérieur. Cette poudre n'est pas nocive et peut être remis dans votre tas de compost ou bien directement dans votre jardin. Nous sortons avec des filtres rechargeables bientôt.

Est-ce que le FoodCycler vient dans différentes tailles ou volumes?

Aujourd'hui, nous offrons un modèle du FoodCycler. Notre unité comprend une chaudière de 2.5 litres. Une chaudière de plus peut être achetée afin de collectionner plus de déchets alimentaires à la fois. Ceci peut effectivement « doubler » votre capacité. Habituellement, chaque machine peut faire deux cycles par jours quand deux chaudières sont utilisées. FCS planifie sortir un nouveau modèle cette année avec une plus grande capacité.

Que puis-je faire avec le produit final?

Il y a plusieurs façons d'utiliser le produit final du FoodCycler. Pour plus d'information, s'il vous plait faire référence au *guide de projet pilote FoodCycler pour résidents*.

Avez-vous plus de questions à propos du mécanisme du FoodCycler?

S'il vous plait visitez <https://www.foodcycler.com/faq> pour plus d'information ou rejoint nous à info@foodcycler.com.

LE PROGRAMME PILOTE FOODCYCLER

Qu'arrive-t-il si la municipalité ne vend pas tous les FoodCycler achetés?

FCS offrira du support avec le marketing pour s'assurer que les gens dans votre communauté ont la chance à apprendre du programme.

D'après notre expérience, nous avons confiance que les FoodCyclers seront vendus. Pourtant, nous comprenons vos inquiétudes et pour cette raison, nous avons intégré une clause qui nous permet de racheter les unités s'ils ne sont pas vendus (en plus d'un frais de restockage de 25.00\$ par unité et un frais d'expédition).

Quelle sorte de portée est recommandé pour le projet pilote de ma municipalité?

Nous recommandons aux municipalités de choisir une portée pour leur projet pilote basée sur leur population.

Population de la municipalité	Portée du projet pilote	Investment par la municipalité*
<2500 résidents	50 maisons	6,250\$ + frais d'expédition
2500 – 10,000 résidents	100 maisons	12,500\$ + frais d'expédition
>10,000 résidents	200 maisons	25,000\$ + frais d'expédition

*S.V.P. notez que ce tableau comporte des **suggestions basées sur nos expériences**. FCS est ouvert d'esprit d'explorer d'autres grandeurs de programmes ou d'ajuster le montant subventionné afin de rencontrer vos demandes et budgets.*

**HST non-inclus*

Quelle est la différence entre le prix régulier (sans projet pilote) et le prix pour municipalité?

Le programme pilote FoodCycler est créé à l'aide d'un modèle de subvention où FCS offre un rabais aux municipalités qui achètent des FoodCyclers. Nous demandons ensuite à la municipalité de subventionner le coût de 125\$ par unité (plus les frais d'expéditions). En utilisant ce modèle, les résidents peuvent acheter un FoodCycler de 500\$ à un prix réduit de 175\$. Les résidents peuvent garder le FoodCycler à la fin du programme pilote et continuer à détourner leurs déchets alimentaires.

Que sont les options complémentaires ?

En plus du kit FoodCycler habituel (veuillez consulter la diapositive de présentation - *Option 1*), nous introduisons un nouvel ensemble qui comprend non seulement le FoodCycler, mais suffisamment de filtres de rechange pour durer une année entière pour l'utilisateur moyen (veuillez consulter la diapositive de présentation - *Option 2*). Dans cet ensemble, la contribution municipale demeure la même, mais les résidents peuvent acheter 60\$ de filtres pour seulement 25\$. Cet ensemble a été créé sur la base des commentaires de nos précédents programmes pilotes où les résidents ont exprimé qu'ils appréciaient de pouvoir acheter des filtres à prix réduit de manière pratique et locale, plutôt qu'en ligne au prix fort.

Les options abordables ont été créées parce que nous sommes conscients que les 175 \$ ou 200 \$ seront attrayants pour beaucoup, mais pas abordables pour tous les membres de la communauté. Nous croyons fermement que les solutions de réacheminement des déchets alimentaires devraient être disponibles pour tous les Canadiens, et pour montrer que nous sommes sérieux, les municipalités auront la possibilité d'augmenter leur commande de 10 % d'unités supplémentaires pour seulement 175 \$ chacune (plutôt que 300\$). Ensuite, nous vous demandons de mettre à disposition aux membres de votre communauté pour seulement 50 \$. Ceci est destiné aux ménages à faible revenu, aux logements communautaires, aux foyers de groupe ou aux organisations à but non lucratif, ou à toute personne qui pourrait réellement bénéficier d'une option abordable.

Quelles sont les possibilités après l'épuisement des subventions ?

Nous sommes ouverts à explorer des opportunités de financement supplémentaires avec nos partenaires potentiels. Le projet pilote FoodCycler respecte les critères exigés par le Fonds municipal vert (FMV) de la Fédération canadienne des municipalités (FCM). Nous fournissons un soutien pour une demande de cette subvention. D'autres subventions financières à explorer sont l'Initiative pour la croissance lignes directrices, Agriculture et Agroalimentaire Canada: Défi de réduction du gaspillage alimentaires et le Projet pilote CNRC.

Combien de municipalités sont impliquées dans le programme pilote FoodCycler ?

Actuellement, nous travaillons avec 33 municipalités canadiennes dans 7 provinces/territoires. FCS recherche actuellement des partenaires de mise en œuvre

pour faire partie de ce programme qui s'accompagne d'un investissement direct dans votre communauté pour compenser le coût du programme.



Corporation of the Municipality of Temagami

Memo No.
2022-M-169

Memorandum to Council

Subject: Temagami Dry – Product Line

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council direct Staff to take the necessary steps to allow the Temagami Dry Trademark to be used for the production and sale of 'Temagami Dry Ginger Beer', including a use agreement with Whisky Jack Brewery, at an approximate cost of \$1,000 plus fees.

INFORMATION

As Council is aware, an Ad Hoc Committee established by the Mayor through Council resolution was tasked with the function of putting the Temagami Dry Trademark to use. There have been discussions with Whisky Jack Brewery regarding a ginger beer.

Presently, the product lines associated with the Temagami Dry Brand are ginger ale and cream soda. To expand the product line requires application to the Canadian Intellectual Property Office.

Also, there needs to be an agreement for use of the trademark.

The approximate cost noted above should be recovered through future royalties.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



Corporation of the Municipality of Temagami

Memo No.
2022-M-170

Memorandum to Council

Subject: Chief Building Official Services

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLED that Council authorize Staff terminate the agreement for CBO Services with the City of Temiskaming Shores as per the terms of the agreement;

AND FURTHER THAT Council direct Staff proceed with the steps to hire a part time in-house Chief Building Official.

INFORMATION

Over the past couple of years, the Municipality has maintained a contract with The City of Temiskaming Shores for Chief Building Official (CBO) services. This contracted service relationship was developed because we could not find a suitable solution for qualified in-house building services.

Through recent discussions with a qualified CBO, Municipal Staff have come up with mutually beneficial terms within the approved pay grid for 23 hours per week.

As the plan was always to have the service back in-house and the overall compensation would be lower than what is currently paid through the contract, this would be an advantage for the Municipality.

Respectfully Submitted:

Sabrina Pandolfo

Deputy Treasurer



Corporation of the Municipality of Temagami

Memo No.
2022-M-171

Memorandum to Council

Subject: Timiskaming District Joint Compliance Audit Committee

Agenda Date: June 16, 2022

Attachments: Terms of Reference

RECOMMENDATION

BE IT RESOLVED THAT Council approves the Timiskaming District Joint Compliance Audit Committee Terms of Reference and direct that a By-Law be brought forward for consideration later at this meeting.

BACKGROUND

The role of a Compliance Audit Committee (CAC) is to receive, review and make decisions on applications for compliance audits related to the campaign expenses of candidate and third party advertisers in municipal elections. This will include any by-elections that are held within the 2022-2026 term.

Furthermore, the CAC is responsible for reviewing any reports submitted by the Clerk with respect to any contributor who appears to have contravened any of the contribution limits within the campaign.

The authority and roles of the CAC is provided in Sections 88.33, 88.35 and 88.36 of the *Municipal Elections Act* (MEA).

PURPOSE

The purpose of this Report is to provide information regarding the Terms of Reference for the Timiskaming District Joint Compliance Audit Committee (TDCAC) in accordance with the requirements established within the *Municipal Elections Act*.

To provide information regarding the legislative requirements in establishing the TDCAC and the 2022-2026 membership.

ANALYSIS

The powers and functions of CACs are included within the Municipal Elections Act, however are generally described as the following:

- Within 30 days of receipt of an application requesting a compliance audit, the CAC shall consider the compliance audit application and decide whether it should be granted or rejected, with brief written reasons for the decision.
- If the application is granted, the CAC shall appoint an auditor to conduct a compliance audit of the third party advertiser or candidate's election campaign finances.
- The CAC will review the auditor's report within 30 days of receipt and shall decide whether legal proceedings should be commenced, with brief written reasons for the decisions.
- Within 30 days after receipt of a report from a member municipality's Clerk of any apparent contribution in excess of the contribution limits to a candidate or third party advertiser, the CAC shall consider the Clerk's report and decide whether legal proceedings should be commenced, with brief written reasons for the decision.

As in past election cycles, the Timiskaming District Area Clerks (TD Area Clerks) have been working collaboratively on election matters to achieve a consistent approach on voting methods, by-laws, practices and procedures and to achieve certain efficiencies. This collaboration extends to the TDCAC. Rather than each municipality appointing members independently, the joint model was established to cover all the municipal elections within the District.

The Municipal Elections Act identifies that Councils are required to appoint CAC members by October 1 of an election year. Specifically, Section 88.37 (2) of the MEA states the committee shall be composed of not fewer than three (3) and not more than seven (7) members.

Section 88.37 (2) of the MEA states that a CAC shall not be composed of employees or officers of the municipality or local board, members of the council or local board, any persons who are candidates in the election for which the committee is established or any persons who are registered third parties in the municipality in the election for which the committee is established.

These members are to be community members and to solicit interest in a community within the District. A formal call for five (5) members (three as official members, two as alternates) will be released in early June.

Criteria in membership selection have been developed and included in the proposed Terms of Reference. In July/August, the Timiskaming District Area Clerks will provide their respective Councils with the names of the suitable applicants vetted for official appointment by by-law.

The TD Area Clerks will further establish the administrative procedures for the TDCAC which will outline any other duties required under the Municipal Elections Act to implement the decisions of the CAC.

FINANCIAL IMPACT

Appointed CAC members will receive an honorarium for their attendance at training and participation in any required applications for compliance reviews of campaign expenses.

As per Section 88.37 (7) of the *Municipal Elections Act*, the Town is required to pay for all costs in relation to the CAC's operation and activities. Costs are only materialized if applications are made to the municipality, or, if the Clerk is required to submit a report should any contribution recorded appear to have contravened any of the contribution limits within candidate/third party advertiser campaigns.

Although the CAC is appointed jointly throughout the District, each area member municipality will be required to cover all the costs associated with their municipality.

COMMUNICATIONS

A working group of the TD Area Clerks has been formed to review all applications and select suitable members.

The respective Councils will be presented with the names of suitable applicants in July/August. Once those members have been appointed, they will be notified and an introductory training session will be hosted.

Candidate and third party advertiser Financial Statements are not due until March 31, 2023. As such, Administration does not anticipate a need to communicate further with the CAC until this time.

CONCLUSION

Administration concludes that the content of this Report be provided for information and that Council is made aware of the works conducted to-date to prepare the municipality for the 2022 Municipal Election.

Administration is proposing that the Timiskaming District Joint Compliance Audit Committee Terms of Reference (Attachment 1) be approved by Council.

A further Report will be presented with the names of the suitable applicants for the 2022-2026 Timiskaming District Joint Compliance Audit Committee for Council approval.

Respectfully Submitted:
Suzie Fournier
Municipal Clerk

TIMISKAMING DISTRICT JOINT COMPLIANCE AUDIT COMMITTEE

Terms of Reference (2022-2026)

Committee Mandate

The Timiskaming District Joint Compliance Audit Committee (hereinafter referred to as "TDCAC" or "Committee"), for the 2022-2026 Term of Council has full delegation of the authority under sections 88.33, 88.34, 88.35, 88.36 and 88.37 of the *Municipal Elections Act*, 1996 (hereinafter referred to as "MEA"), to receive and make decisions on applications for compliance audits of candidates' and registered third party advertisers' 2022 municipal election campaign finances and any by-election campaign finances during the 2022 - 2026 Council term. The TDCAC is also responsible for reviewing reports submitted to the TDCAC by the Clerk with respect to any contributor who appears to have contravened any of the contribution limits to a candidates' or registered third party election campaign.

Scope of Responsibilities

The powers and functions of the TDCAC are set out in sections 88.33 to 88.37 of the MEA and are generally described as follows:

1. Within 30 days of receipt of an application requesting a compliance audit, the Committee shall consider the compliance audit application and decide whether it should be granted or rejected, with brief written reasons for the decision;
2. If the application is granted, the Committee shall appoint an auditor to conduct a compliance audit of the candidate's election campaign finances or the campaign finances of the registered third party;
3. The Committee will review the auditor's report within 30 days of receipt and shall decide whether legal proceedings should be commenced, with brief written reasons for the decision; and
4. Within 30 days after receipt of a report from any member municipality's Clerk of any apparent contribution in excess of the contribution limits to a candidate or registered third party, the Committee shall consider the Clerk's report and decide whether legal proceedings should be commenced, with brief written reasons for the decision.

The TDCAC is responsible for addressing any candidate's or registered third party advertisers' compliance audit applications or any candidate's or registered third party advertiser's contribution limits Clerk Reports originating from any of the following member municipalities during the 2022 to 2026 Council term:

Township of **Armstrong**, Township of **Brethour**, Township of **Casey**, Township of **Chamberlain**, Municipality of **Charlton and Dack**, City of **Temiskaming Shores**, Town of **Cobalt**, Township of **Coleman**, Town of **Englehart**, Township of **Evanturel**,

Township of **Gauthier**, Township of **Harley**, Township of **Harris**, Township of **Hilliard**, Township of **Hudson**, Township of **James**, Township of **Kerns**, Town of **Kirkland Lake**, Township of **Larder Lake**, Town of **Latchford**, Township of **Matachewan**, Township of **McGarry**, Village of **Thornloe**, and the Municipality of **Temagami**.

Committee Structure

The Committee shall be comprised of three (3) voting members of the public, with the provision for two (2) additional alternate members, all of who are qualified individuals.

Committee members will be appointed by each municipal member Council in accordance with each member municipality's established procedures.

At its first meeting, the Committee shall select and appoint one (1) of its members to act as a Chair and one (1) of its members to act as a Vice Chair for the duration of the Committee's term.

Alternate members will be called upon in the event that one of the three (3) voting members is unable to serve and/or attend meetings during the period of appointment, or, if a member resigns from the Committee or is disqualified. Alternate members assume all of the rights and privileges of a voting member, if called upon.

The Clerk, or their designate, of the respective municipality will act as recording secretary and provide administrative support to the Committee.

The Clerk within each member municipality shall establish administrative practices and procedures for the Committee and shall carry out any other duties required under the MEA to implement the Committee's decisions.

Membership Selection Criteria

Members must possess an in-depth knowledge of the campaign financing rules of the MEA, therefore, preference will be given to applicants from the following stakeholder groups:

1. Accounting and audit - accountants or auditors with experience in preparing or auditing the financial statements of municipal candidates; and/or
2. Legal profession with experience in municipal law, municipal election law or administrative law; and/or
3. Academic - college or university professors with expertise in political science or local government administration; and/or

4. Other individuals with demonstrated knowledge of the Municipal Act, 2001 and campaign financing rules of the MEA.
5. Additional skills and experience:
 - a. Proven analytical and decision-making skills; and/or
 - b. Experience working on committees, task forces or similar settings; and/or
 - c. Availability and willingness to attend meetings.

To avoid a conflict of interest, any auditor or accountant appointed to the Committee must not have undertaken an audit or prepared the financial statements of any of the candidates or registered third party involved in the 2022 Municipal Elections for any member municipality.

All applicants will be required to complete an application form outlining their qualifications and experience.

As part of the application process, members must agree that they will not file nomination papers or register as a third party advertiser within any of the member municipalities, work or volunteer for, or contribute to, any candidate or registered third party in any capacity in an election within any of the member municipalities, or provide advice to any candidate running for municipal office or any registered third party within any of the member municipalities.

The Clerk, or their designate, from certain member municipalities will serve on the Selection Working Group for the TDCAC. The Selection Working Group shall meet to review all applications received based upon the membership selection criteria. The Selection Committee shall prepare a list for appointment according to the process approved by the Councils of the member municipalities.

Qualifications

A person is eligible for appointment to the TDCAC who is:

- an individual who is normally resident in Ontario;
- a Canadian citizen, and
- at least 18 years old.

Disqualification

As per Section 88.37 (2) of the MEA:

1. Anyone who has participated as candidates or register third party advertisers in any of the member municipality elections, or who have conducted audits or provided financial advice in respect of such campaigns, would be disqualified from participation on the TDCAC; and

2. Members of council, staff, members of the public elected to serve on any committee of council or local board, and candidates running for office in the 2022 Municipal Election or registered third party advertiser from any member municipality.

Should an appointed member accept employment with any of the member municipalities or register as a candidate or third party advertiser with any of the member municipalities, their appointment will be terminated.

Vacancy

If there is a Committee vacancy resulting from disqualification or otherwise, individuals qualified and interested in appointment shall be sought by using one or more of the following methods; inviting applications by posting a notice, contacting previous Committee members, or reviewing previous Committee applications received. This will be determined by the Clerks of the member municipalities. Once a qualified applicant has been determined, each of the member municipalities shall report to their respective Councils and present an amending By-Law to fill the vacancy.

Meetings

The Committee members will be required to participate in an orientation training session as a condition of the appointment.

The Committee shall meet, as needed. Subsequent meetings of the same matters will be held at the call of the Chair. All time frames established in the MEA and regulations shall be adhered to.

When a member municipality is in receipt of either a compliance audit application or a report of the Clerk, the Clerk of the applicable member municipality shall contact the Committee Members and arrange for a meeting to consider the compliance audit request or report of the Clerk.

Meeting Procedures

Meetings of the Committee shall be conducted in accordance with the Administrative Practices and Procedures for the TDCAC as established by the Clerks of the member municipalities.

Pursuant to the MEA, the meetings of the Committee shall be open to the public, but the Committee may deliberate in private.

The Committee may put in place open meeting requirements and other provisions similar to that of the *Municipal Act*, and any other applicable legislation as required.

The Clerk shall cause reasonable notice of meetings, when required under the MEA, in accordance with the Administrative Practices and Procedures for the MCAC.

The websites of the member municipalities will be utilized to communicate the meeting notices, agendas and minutes, and will be made available in alternate formats upon request.

Committee records shall be kept in accordance with Section 88 of the MEA and the member municipality's most current Record Retention Schedule.

Meeting Location

The TDCAC meetings shall be held in person or via electronic participation, to be determined by the Clerk of the applicable member municipality. The date and location shall also be determined by the respective Clerk.

Reporting and Communication Structure

The TDCAC will report to the respective Council(s), if necessary, subject to the requirements of the MEA.

Governance

Any responsibilities not clearly identified within these Terms of Reference shall be in accordance with Sections 88.33 to 88.37 of the MEA and the Administrative Practices and Procedures for the MCAC.

Term: Members will be appointed no later than October 1, 2022 for the four (4) year term commencing November 15, 2022 to November 14, 2026. If an audit goes beyond the Committee term, the appointment may require an extension.

Costs

In accordance with the MEA, the council or local board, as the case may be, shall pay all costs in relation to the Committee's operation and activities. The municipality from where the compliance audit application or Clerk's report originates shall pay all costs in relation to the Committee's operation and activities regarding that specific request or report, including but not limited to general costs associated with the Committee, costs of any audit that takes place and costs of legal counsel for the Committee.

Conflict of Interest

Members shall abide by the rules outlined within the *Municipal Conflict of Interest Act*, and shall disclose any pecuniary interest to the recording secretary and absent themselves from meetings for the duration of the discussion and voting (if any) with respect to the matter.

Remuneration

Per diem rate of \$150.00 per meeting or training session Mileage: \$0.50 per kilometer.



Corporation of the Municipality of Temagami

Memo No
2002-M-173

Memorandum to Council

Subject: Amendment to Animal Control By-law, 10-870 as amended

Agenda Date: **June 16, 2022**

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council consider amending the Animal Control By-law 10-870, as amended, to harmonize the Animal Control By-law 10-870, as amended, with the Fees and Charges By-law 20-1605 as amended;

AND FURTHER THAT that Council direct Staff to bring the amendments to the Animal Control By-law 10-870, as amended, to the next Council Meeting for Council's review.

INFORMATION

The Fees and Charges By-law 20-1605 was amended to include all fees related to the Animal Control By-law 10-870 as amended. Included in the amendments was a change from lifetime licensing for dogs and cats to annual licensing.

The Animal Control By-law requires amendments to ensure consistency and harmonization with the Fees and Charges By-law 20-1605, as amended.

Staff recommend amending the Animal Control By-law 10-870 as amended, and if desired, staff will prepare the amendments to the by-law for the next council meeting.

Respectfully Submitted:
Daryl Bell,
Municipal Law Enforcement Officer



Corporation of the Municipality of Temagami

Memo No
2002-M-174

Memorandum to Council

Subject:	Maps related to the Traffic and Parking By-law 22-1603, as amended
Agenda Date:	June 16, 2022
Attachments:	Traffic and Parking By-law 22-1603, as amended Aerial /Area Maps

RECOMMENDATION

BE IT RESOLEVD THAT Council review the maps related to the parking by-law to assist with determining parking requirements and other traffic related matters;

AND FURTHER THAT that the maps be received as a tool to assist with the visualization of the Traffic and Parking By-law 22-1603, as amended.

INFORMATION

Staff received direction from Council to prepare maps which represent the Parking and Traffic requirements provided for on the Traffic and Parking By-law 22-1603, as amended.

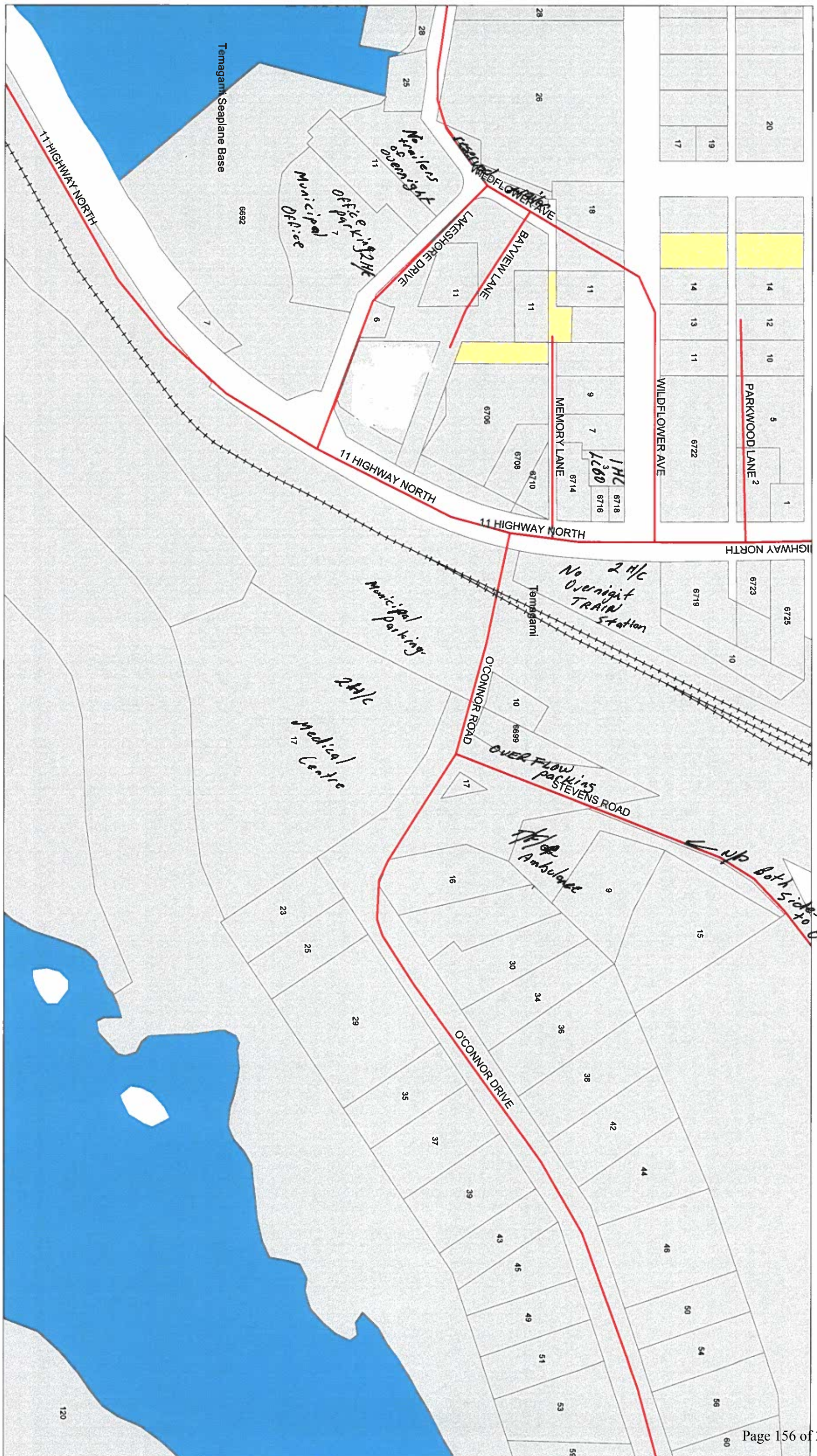
The aerial views cover the Temagami Village, the North Town site, Cassals Lake access, Rabbit Lake access, Martin River Fire Hall and Lake Temagami Access Rd and lots.

The aerial views provide locations of the Handicapped Parking spaces (H/C), reserved parking, contractor parking and prohibited areas. The maps are for information and should Council desire further changes to the by-law, the maps will assist both staff and Council with visualization of the desired changes.

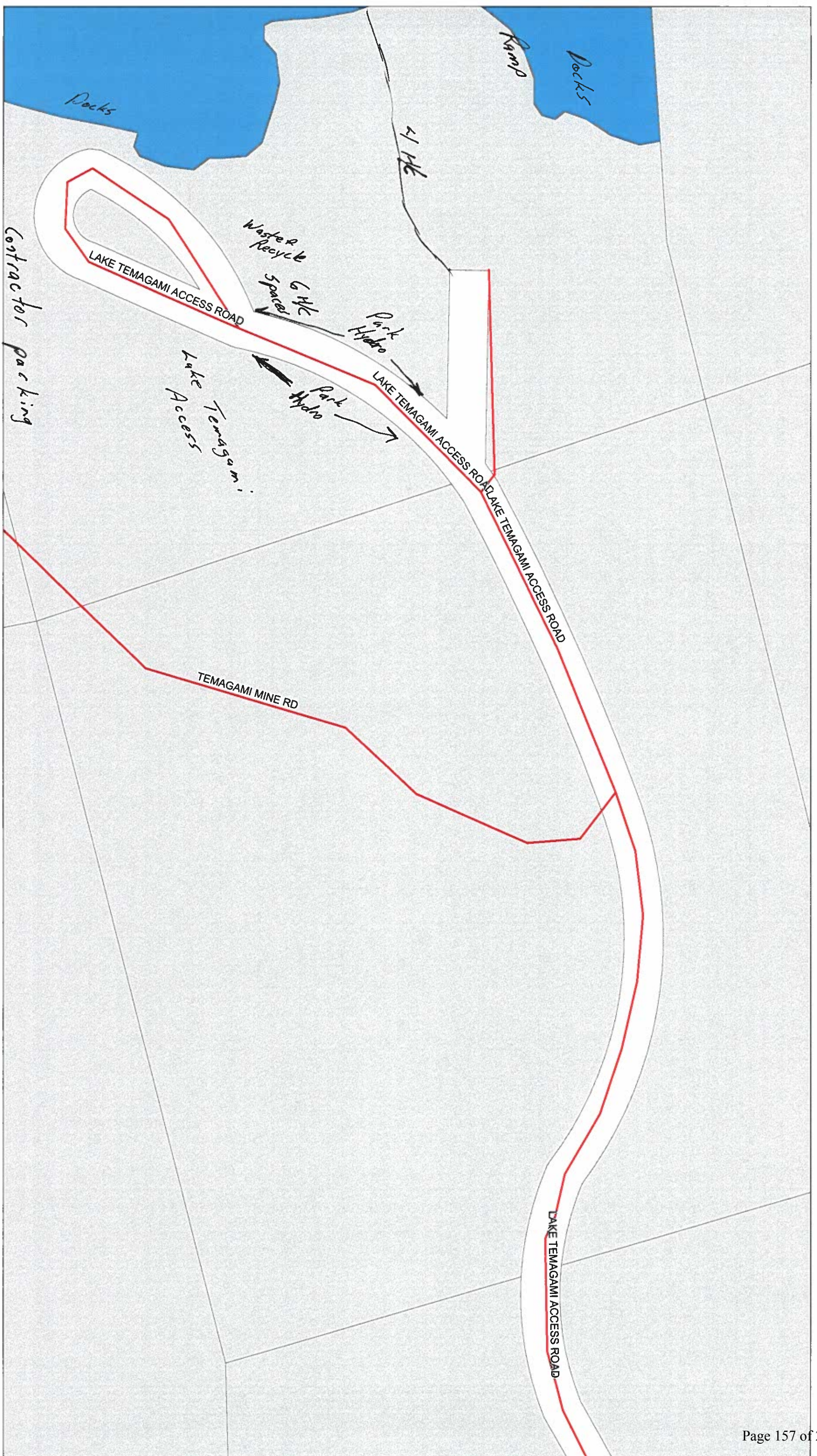
Staff recommend using the maps a as a visualization tool only, to assist with interpretation of the wording of the by-law.

Respectfully Submitted:

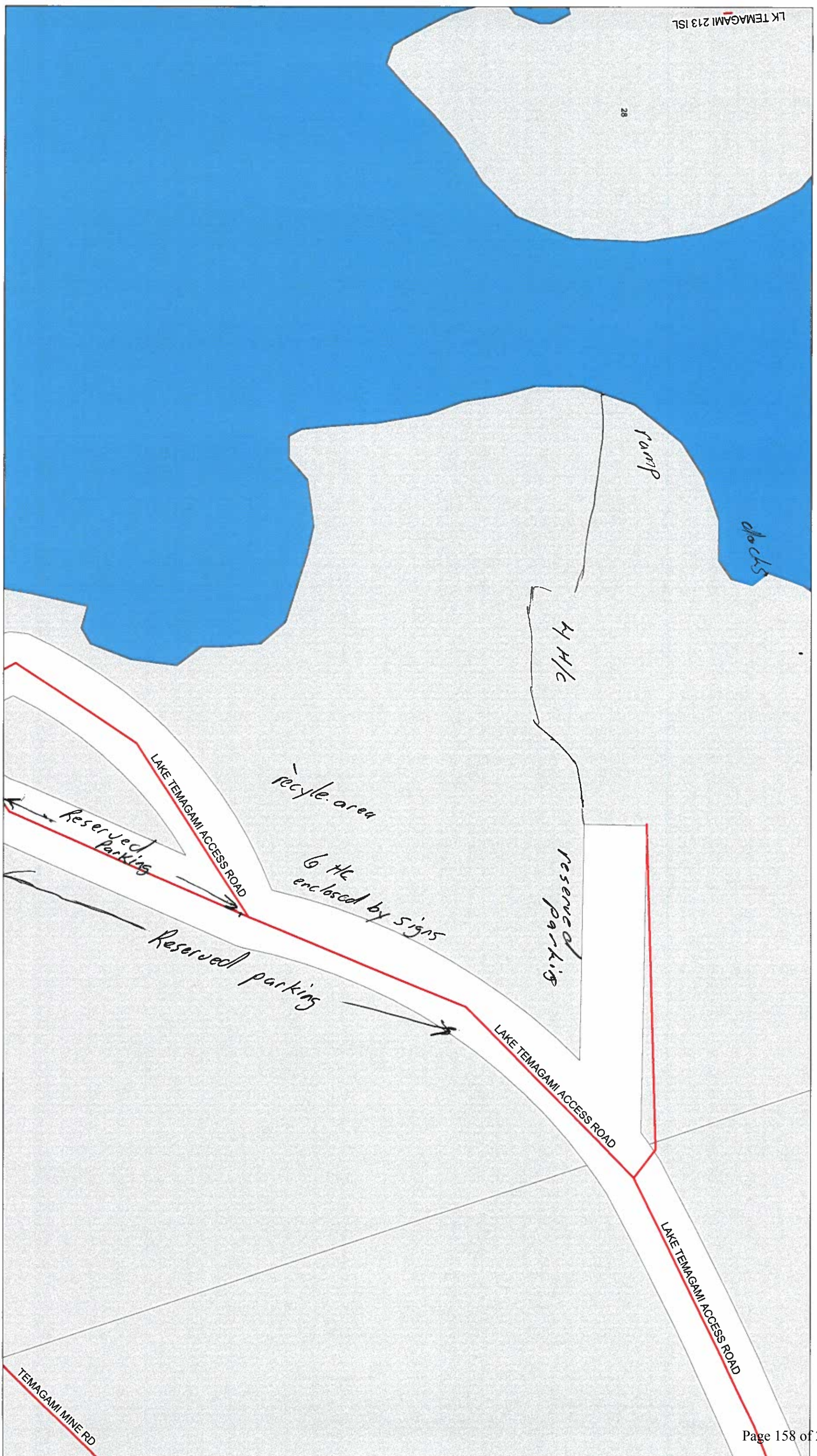
**Daryl Bell,
Municipal Law Enforcement Officer**



TEMAGAMI VILLAGE

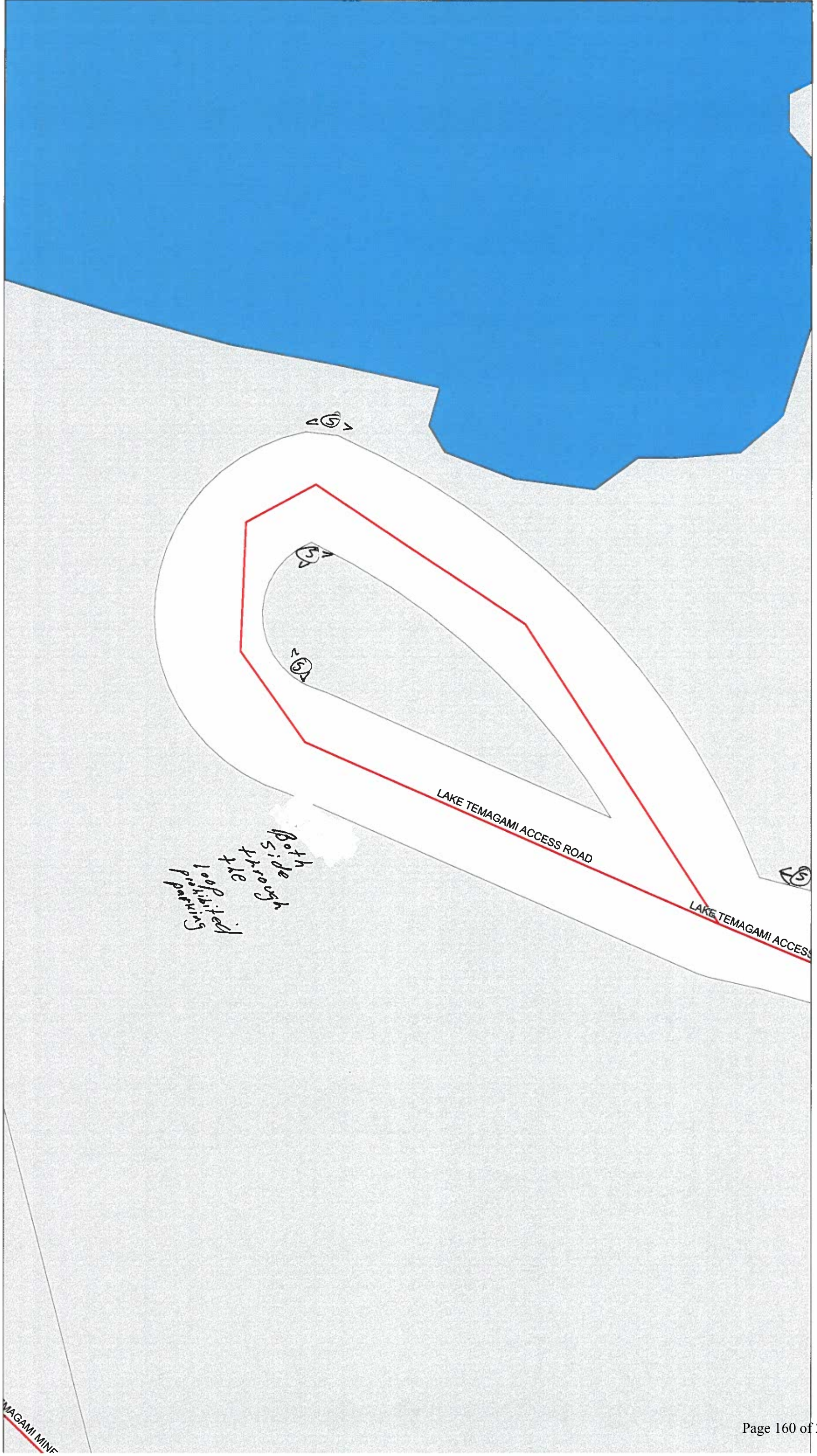


28



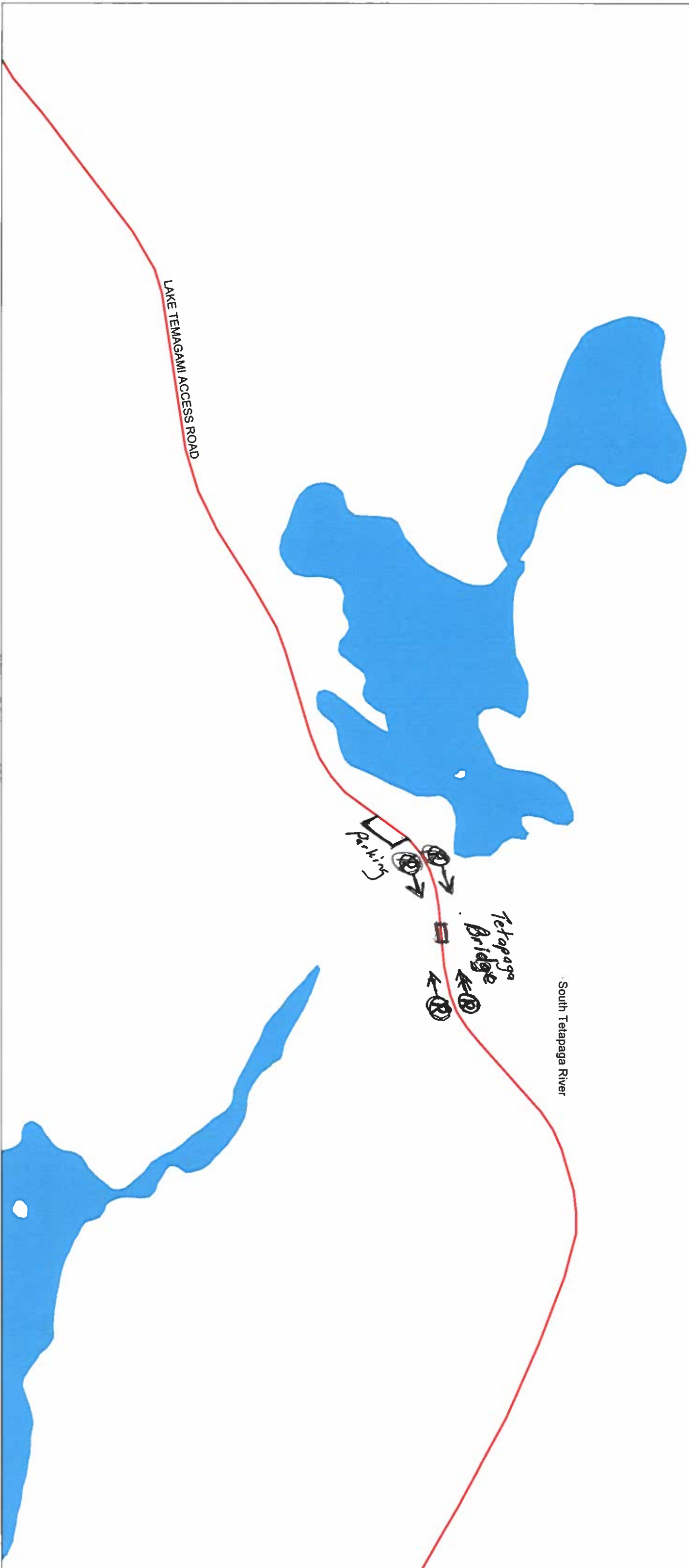
CASSALS LAKE ACCESS



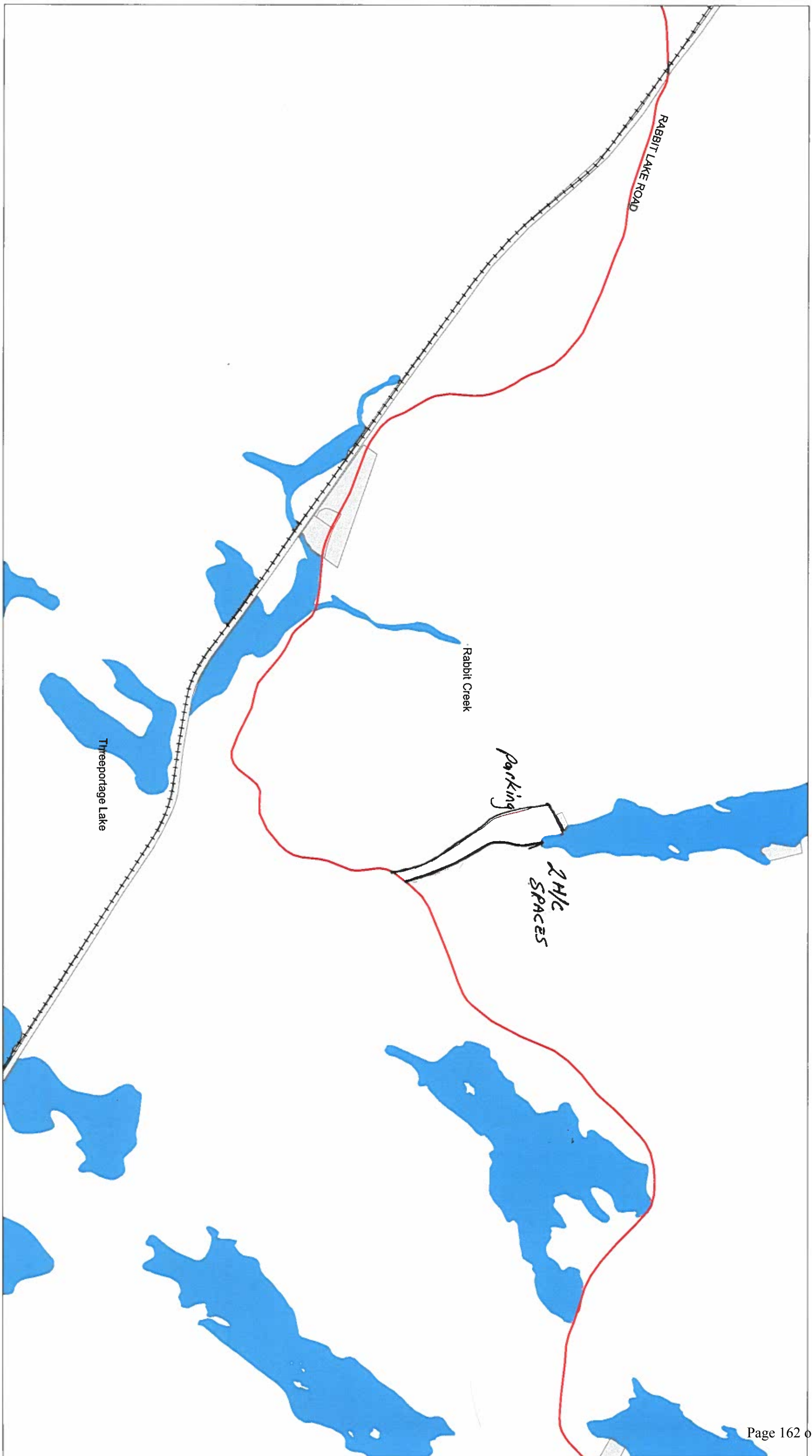


LAKE TEMAGAMI ACCESS PROHIBITED PARK

LAKE TEMAGAMI ACCESS RD
TETAPAGA BRIDGE PROHIBITED PARKING



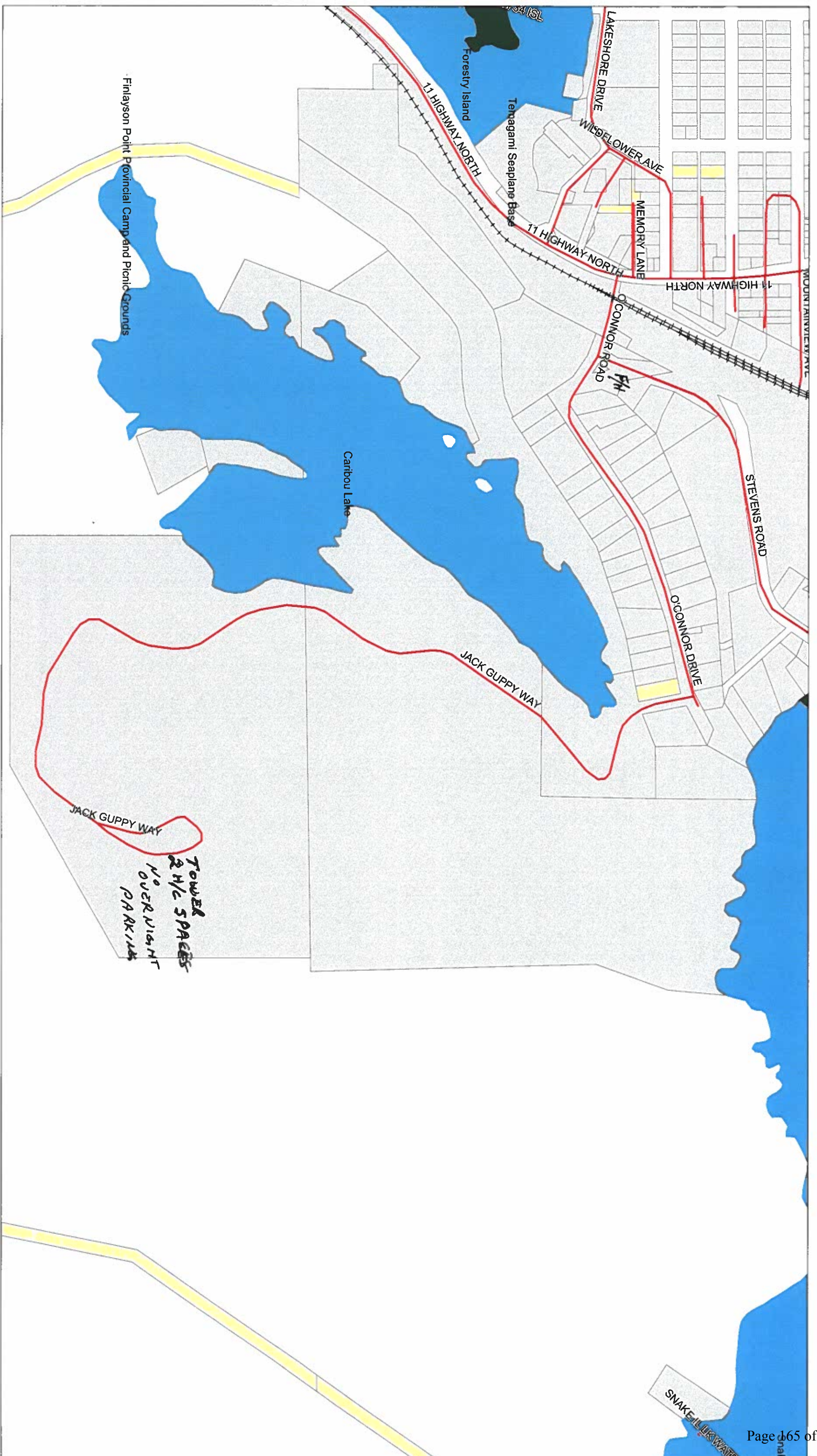
RABBIT LAKE ACCESS

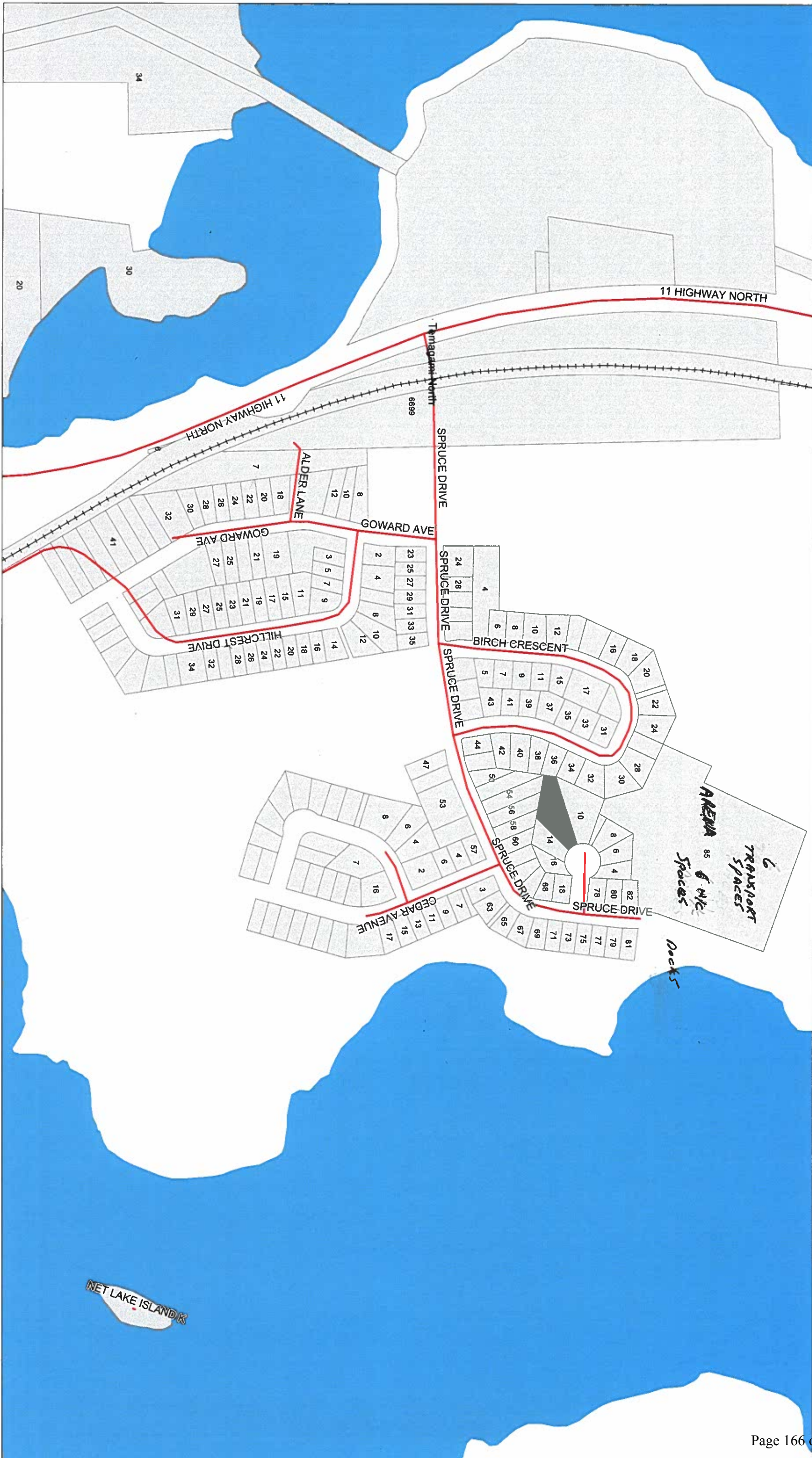


STRATHCONA ACCESS

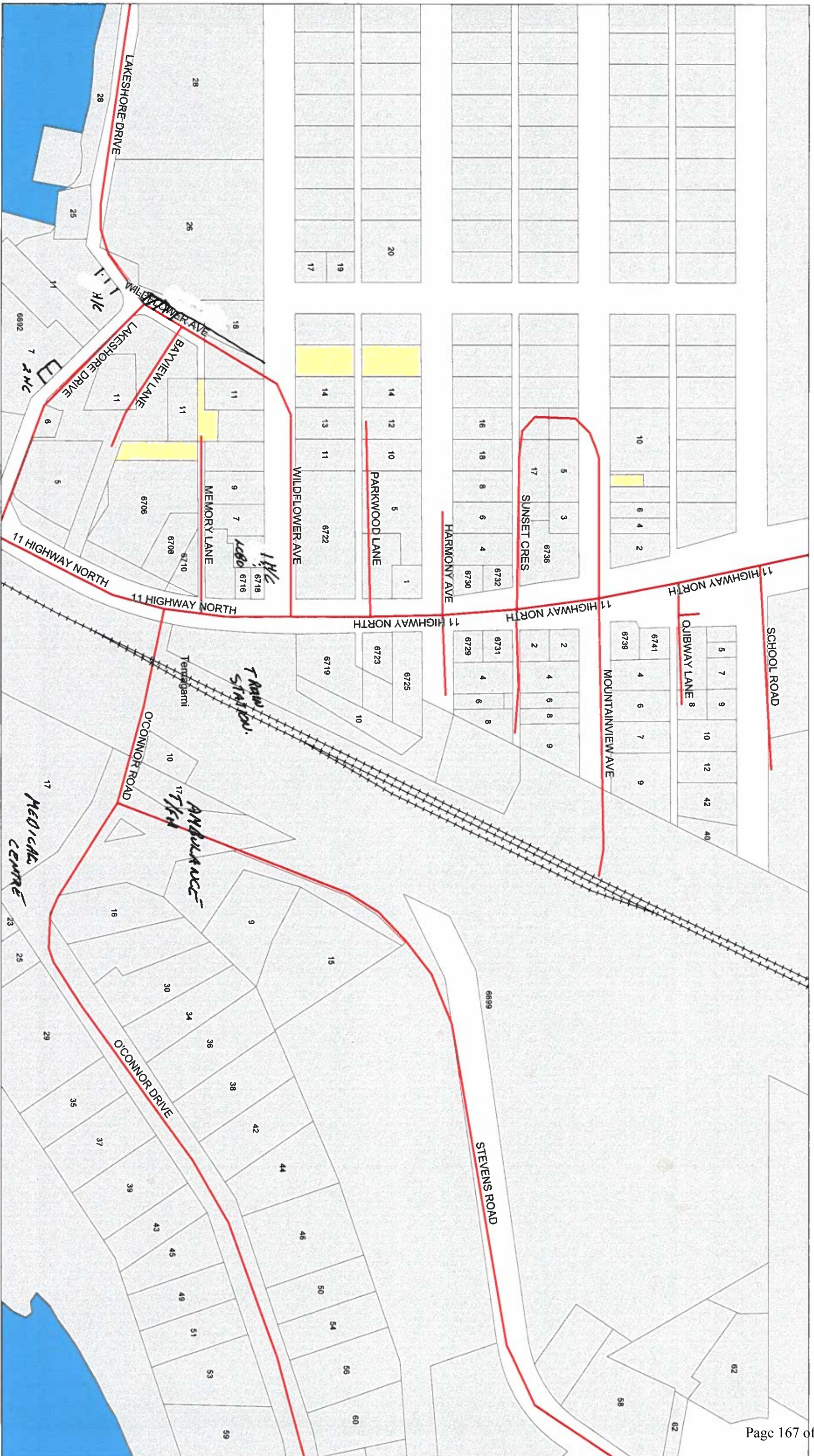


FIRE TOWER





ARENA/COMMUNITY PARKING



ARTHURS RD

49

2912

2904

2890

2913

2899

2881

2877

2 H/C
Spaces

ARFD

2879

Marten River Provincial Park

Marten River Provincial Park

11 HIGHWAY

11 HIGHWAY

MARTEN RIVER FIRE

TEMAGAMI FIRE TOWER

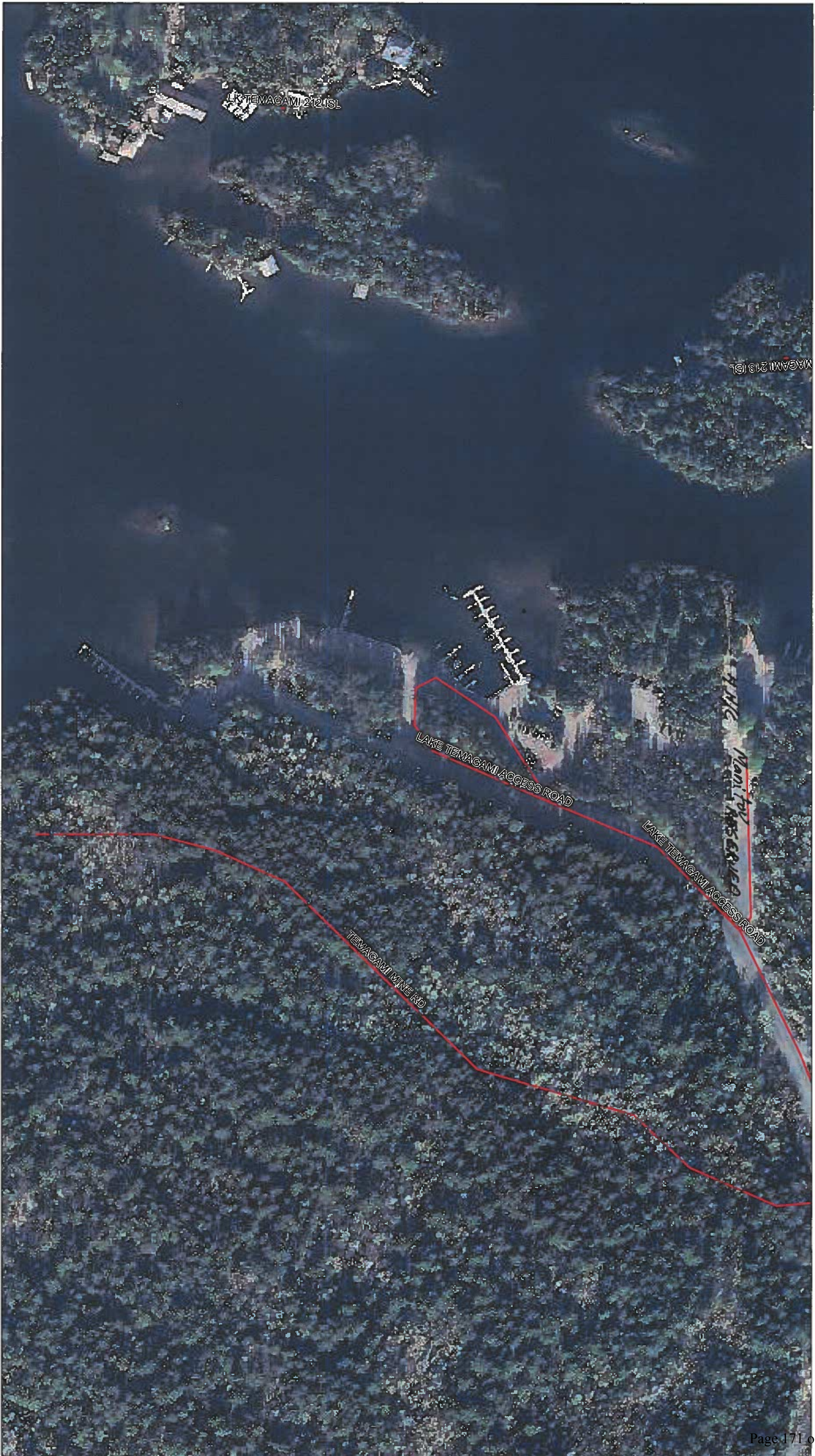


BILL LAKE ROAD



Rabbit Lake Access

LAKE TEMAGAMI ACCESS



LK TEMAGAMI 212 ISL

LK TEMAGAMI 205 ISL

LK TEMAGAMI 213 ISL

LK TEMAGAMI 214 ISL

LAKE TEMAGAMI ACCESS ROAD

TEMAGAMI MINE RD

From Temagami
MINE Rd
Through the
landings on
both sides

LAKE TEMAGAMI ACCESS ROAD

LK TEMAGAMI 198 ISL

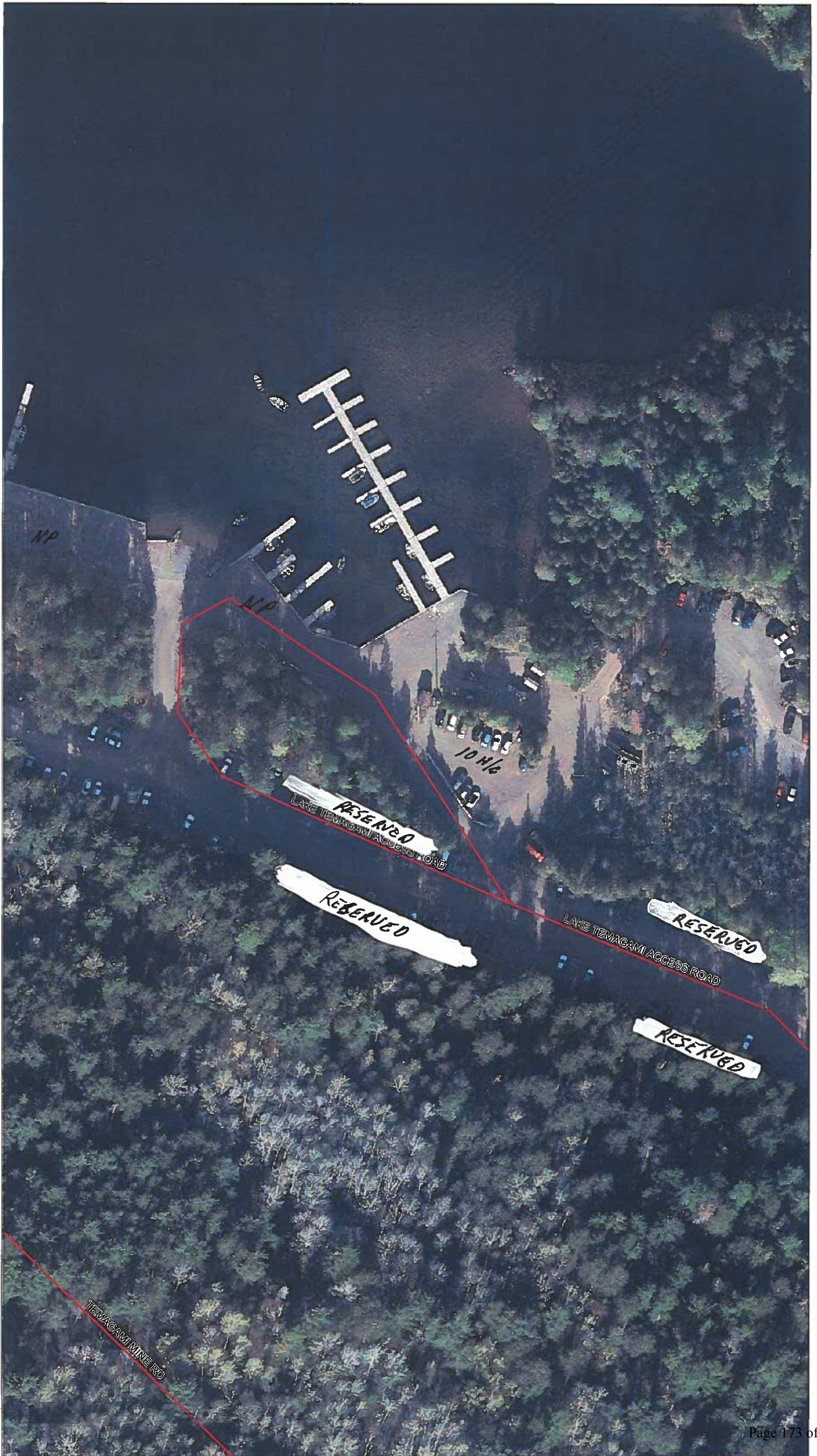
NO BARRIER

NORTH

LAKE TEMAGAMI ACCESS ROAD

LAKE TEMAGAMI ACCESS RD

LAKE TEMAGAMI ACCESS
RESERVED PARKING.



LAKE TEMAGAMI ACCESS
CONTRACTOR PARKING





MARTIN RIVER FINE



TEMAGAMI MUNICIPAL

WILDFLOWER PARKING

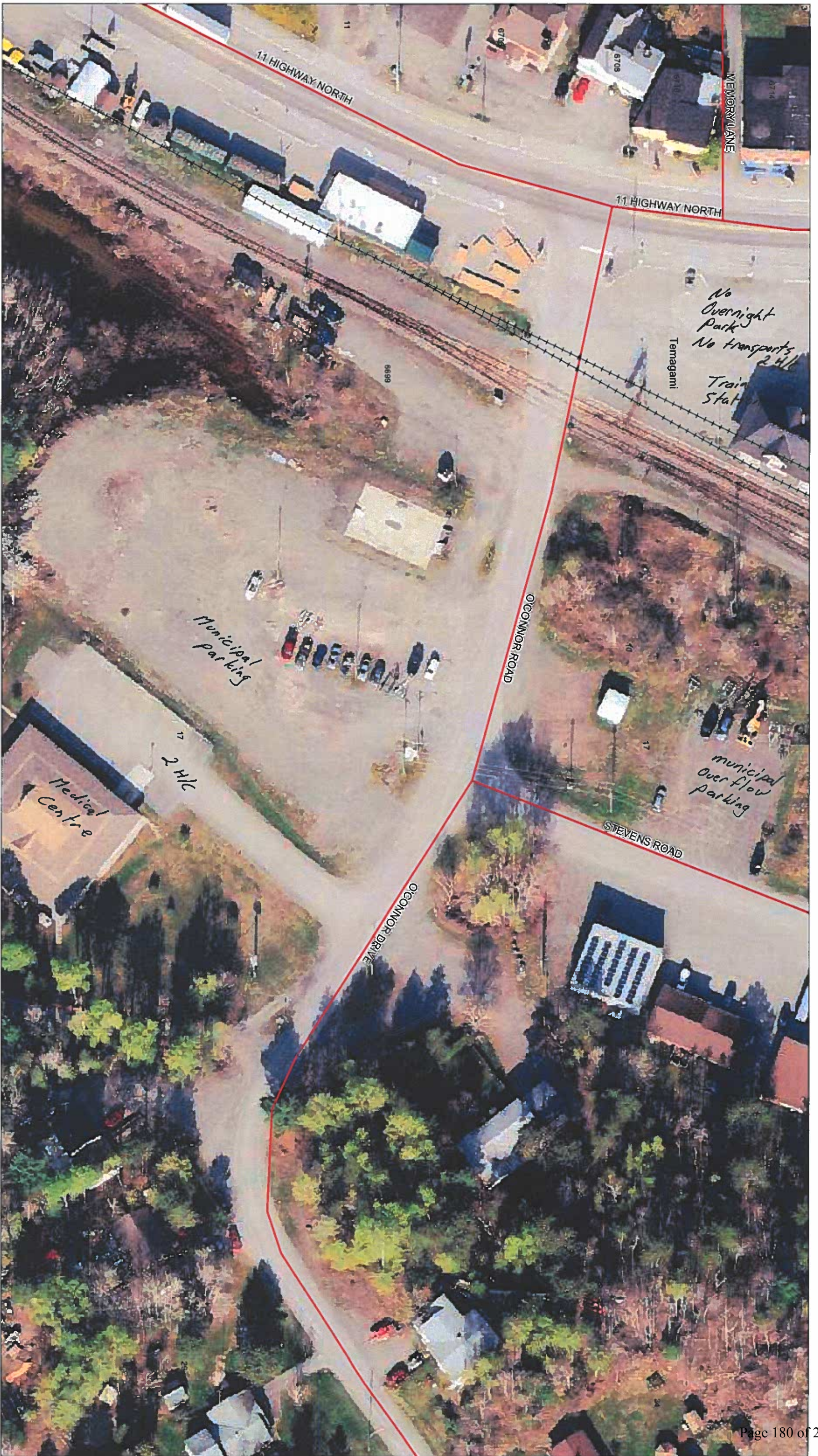




NORTH TEMAGAMI ARENA / COMMUNITY CENTRE



CASSAL LAKE ACCESS



TEMAGAMI MEDICAL/TARRY MUNICIPAL LOTS

LAKE TEMAGAMI ACCESS



TEPADAGA BRIDGE MUNICIPAL PARK & PROHIBITED AREA





Corporation of the Municipality of Temagami

Memo No.
2019-M-175

Memorandum to Council

Subject: Request from TFN/TAA

Agenda Date: June 16, 2022

Attachments: Correspondence

RECOMMENDATION

BE IT RESOLVED THAT Council approves the request to hold the Aboriginal Day Celebrations on the Lake Front of the Municipal Office conditional on proof of liability Insurance;

AND FURTHER THAT Council encourage the Mayor to share a few words during the Celebration on the day to Celebrate and Honour of the Indigenous Peoples of the Temagami Region.

INFORMATION

Correspondence has been received from Wayne Potts, TFN/TAA requesting to have the Aboriginal Day Celebrations at the Lake Front by the Temagami Municipal Office on June 21, 2022 from 10:00 AM – 2:00 PM.

TFN/TAA are working with Living Temagami on the event and are hoping that the Municipality support the event.

It was also noted that they would like to invite the Mayor and /or his designate to share a few words as they gather on that day to Celebrate and Honour the Indigenous Peoples of the Temagami Region.

**Prepared by:
Suzie Fournier
Municipal Clerk**

From: [Wayne Potts](#)
To: [Suzie Fournier: artsadministrator@livingtemagami.ca](mailto:artsadministrator@livingtemagami.ca)
Subject: Aboriginal Day Celebrations
Date: Tuesday, June 7, 2022 1:46:20 PM

Hi Suzie,

Thank you for meeting with me briefly on Monday.

I am writing this email as a follow up to our meeting and my request to have our Aboriginal Day presentations at the Lake Front by the Temagami Municipal Office , June 21, 2022 (10 AM - 2PM)

As I had mentioned we are working with Living Temagami in the organizing of this event and are hoping we can be supported by the Town in our plans.

In the past I worked with John Shymko in organizing this event and the Town set up a small stage, a canopy and some tables and chairs for community members and visitors to sit . John has agreed to supply sound equipment as needed. I am hoping the Town can help out in a similar capacity as in the past, again this year.

I was also able to connect with Caroline Laronde and her and I are working on a plan to erect the tp that was on the front lawn of the Municipal Building in past years .

I would also invite the Mayor and/or his designate to share a few words as we gather on that day to Celebrate and Honour our Indigenous Peoples of the Temagami Region (N'Daki Menan)

I look forward to hearing from you

In the spirit of sharing and community

Sincerely ,

John Wayne Potts
TFN/TAA Citizen

(705)492-4660

[Outlook for iOS](#)



Corporation of the Municipality of Temagami

Memo No.
2022-M-176

Memorandum to Council

Subject: Correspondence – Town of Fort Erie

Agenda Date: **June 16, 2022**

Attachments: Correspondence

RECOMMENDATION

BE IT RESOLVED THAT Council support the resolution from the Town of Fort Erie requesting the Government of Canada review the proposed exemption framework for seasonal vacation properties to better reflect the reality of where these properties are located and how they are used.

INFORMATION

Attached to this report is a resolution considered and passed by the Council of the Town of Fort Erie regarding the how vacant 'foreign' owned vacation properties are proposed to be treated under Canada's proposed tax on vacant non-resident foreign owned properties.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



Community Services

Legislative Services

May 31, 2022
File #120203

Sent via email: Justin.trudeau@parl.gc.ca

The Right Honourable Justin Trudeau,
Prime Minister of Canada
House of Commons
Ottawa, ON K1A 0A6

Honourable and Dear Sir:

Re: Federal Government's Plans to Tax Vacant Foreign Owned Properties

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 30, 2022 passed the following resolution:

Whereas the Federal Government proposed a tax on vacant non-resident foreign owned properties in the 2021 budget, and

Whereas the intent of this tax is to reduce speculation in the real estate market which is believed to contribute to housing unaffordability in Canada, and

Whereas Fort Erie and other vacation destinations across Ontario have a high number of non-resident American-owned vacation properties that are vacant during the tourism off-season during the winter months, and

Whereas the Federal Government signaled their intent to exempt non-resident foreign owned vacation properties in Canada so long as they meet certain requirements including being located in a Census Agglomeration with a population of less than 30,000 people, and

Whereas Fort Erie and numerous other seasonal vacation destinations across Southern Ontario are in Census Metropolitan Areas and Census Agglomerations with populations well in excess of 30,000 people despite the communities themselves being small and medium-sized municipalities, and

Whereas Fort Erie and other communities across Ontario have a long history of being a vacation destination for American visitors, many of which have owned the same property for generations, and would be taxed yearly on their assessed value of their vacation property based on this proposal, and

.../2

Mailing Address:

The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterrie.ca

Whereas vacant property taxes would be allocated to the general revenues of the federal government and not directly benefit the municipalities where these properties are located and serviced, and

Whereas vacation properties that are seasonally vacant do not contribute to the speculation that is believed to contribute to housing unaffordability in Canada,

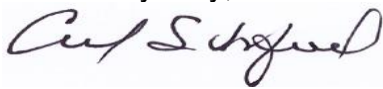
Now therefore be it resolved,

That: The Municipal Council of the Town of Fort Erie requests the Federal Government to review the proposed exemption framework for seasonal vacation properties to better reflect the reality of where these properties are located and how they are used, and further

That: This resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Chrystia Freeland, Deputy Prime Minister of Canada and Minister of Finance, the Honourable Diane Lebouthillier, Minister of National Revenue (Canada), Tony Baldinelli, Member of Parliament for Niagara Falls, the Association of Municipalities of Ontario, and all municipalities located in Ontario.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk

cschofield@forterie.ca

CS:dlk

c.c. The Honourable Chrystia Freeland, Deputy Prime Minister of Canada and Minister of Finance

chrystia.freeland@parl.gc.ca

The Honourable Diane Lebouthillier, Minister of National Revenue (Canada) diane.lebouthillier@parl.gc.ca

Tony Baldinelli, MP, Niagara Falls tony.baldinelli@parl.gc.ca

Association of Municipalities of Ontario AMO@amo.on.ca

All Ontario Municipalities



Corporation of the Municipality of Temagami

Memo No.
2022-M-177

Memorandum to Council

Subject: Correspondence – District of Muskoka

Agenda Date: **June 16, 2022**

Attachments: Correspondence

RECOMMENDATION

BE IT RESOLVED THAT Council support the resolution from the District of Muskoka requesting the Province review O. Reg 380/04 regarding the requirement to conduct annual emergency planning exercises when there have been sufficient activations of the municipal emergency plan to review the plan's merits.

INFORMATION

Attached to this report is a resolution considered and passed by the Council of the District of Muskoka regarding the cessation of exemptions for an annual emergency plan exercise that were previously provided for under O. Reg 380/04 when there was an activation (or multiple activations) of the municipal emergency management plan.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



Office of the District Chair

SENT VIA EMAIL (premier@ontario.ca)

June 1, 2022

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

Dear Premier Ford,

RE: Annual Emergency Exercise Exemption

On behalf of The District Municipality of Muskoka, I am writing to express key concerns regarding the requirement for Ontario municipalities to conduct an annual practice exercise for a simulated emergency incident as prescribed by Regulation 380/04. The simulations aim to validate response plans and procedures, train staff and identify areas of improvement to ensure emergency response is delivered at optimal levels. Exemptions are not currently permitted under this legislation. While the District of Muskoka acknowledges and supports the need for emergency exercises, Muskoka District Council strongly encourages the amendment of Regulation 380/04 to permit exemptions for municipalities who have responded to an actual emergency during the respective calendar year. A copy of the District's Health Services Committee resolution, as adopted by Muskoka District Council, is attached as Appendix I.

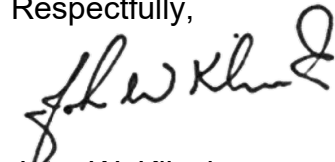
In 2021, The District's Emergency Control Group (ECG) convened twenty-four (24) times amounting to approximately 435 hours spent on emergency related activities. One of these incidents involved a watermain break in the Town of Bracebridge. Murray Advisory Services performed a critical analysis of the event and confirmed that the goals of an emergency exercise were achieved. The firm's final report included twelve (12) recommendations that helped improve the outcomes of a second water disruption event in the Town of Gravenhurst a few weeks later.

Despite the volume of actual emergencies managed by the ECG, the District of Muskoka must still conduct an annual exercise to remain compliant with the Regulation. This is not an efficient use of municipal resources and does not serve as a useful training mechanism for staff who have been over-extended by the emergency situations they have managed over the past year.

The Solicitor General granted a one-time exemption to municipalities in 2020 recognizing that municipalities were actively engaged in and managing various COVID-19 related initiatives. If pandemic management warrants an exemption to the annual simulation, surely there must be grounds to grant an exemption for the management of other emergency situations.

On behalf of Muskoka District Council, your consideration of this matter is appreciated.

Respectfully,

A handwritten signature in black ink, appearing to read "John W. Klinck". The signature is written in a cursive style with a large, looping initial "J".

John W. Klinck
District Chair

THE DISTRICT MUNICIPALITY OF MUSKOKA

Cc: Honourable Steve Clark, Minister of Municipal Affairs and Housing
Honourable Sylvia Jones, Solicitor General
Norm Miller, MPP Parry Sound-Muskoka
All Municipalities in Ontario

Appendix I

R10/2022-HS

The District Municipality of Muskoka

Health Services Committee
February 24, 2022

Moved By: J. Klinck

Seconded By: R. Nishikawa

WHEREAS Ontario Regulation 380/04: Standards under the Emergency Management and Civil Protection Act sets the municipal standards for emergency management programs in Ontario and requires municipalities to conduct an annual exercise with their Emergency Control Group in order to evaluate the municipality's emergency response plan and procedures, O. Reg. 380/04, s. 12 (6);

AND WHEREAS Emergency Management Ontario previously granted municipalities exemption for the annual exercise requirement when the municipality experienced an actual emergency with documented proof of the municipality actively engaging their emergency management procedures and plan in response to the emergency;

AND WHEREAS on August 5, 2021 the Chief, Emergency Management Ontario (EMO) issued a memo to Community Emergency Management Coordinators stating that effective immediately, the Chief, EMO would no longer be issuing exemptions to the O. Reg. 380/04 requirement to conduct an annual exercise;

AND WHEREAS municipalities experience significant costs and burden to staff resources when faced with the response to an actual emergency and activation of their Emergency Control Group and/or Emergency Operations Centre;

AND WHEREAS a municipality's response to an actual emergency is more effective than an exercise in evaluating its emergency response plan and procedures as mandated by O. Reg. 380/04;

Appendix I

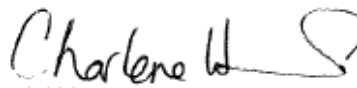
The District Municipality of Muskoka

AND WHEREAS planning, conducting and evaluating an emergency exercise requires significant time and effort for the Community Emergency Management Coordinator and Municipal Emergency Control Group that is duplicated when the municipality experiences a real emergency;

NOW THEREFORE, BE IT RESOLVED THAT Muskoka District Council hereby **requests** the Province of Ontario to amend Ontario Regulation 380/04 under the Emergency Management and Civil Protection Act to provide an exemption to the annual exercise requirement for municipalities that have activated their Emergency Control Group and/or Emergency Response Plan in response to an actual emergency that year in recognition of the significant resources used to respond to the emergency and the effectiveness of such response in evaluating the municipality's emergency response plan and procedures;

AND THAT a copy of this resolution **be forwarded** to the Honourable Doug Ford, Premier of Ontario; the Honourable Norm Miller, MPP for Parry Sound-Muskoka; the Honourable Steve Clark, Minister of Municipal Affairs and Housing; the Honourable Sylvia Jones, Solicitor General; and all other municipalities of Ontario.

Carried ✓
Defeated


Deputy Clerk



Corporation of the Municipality of Temagami

Memo No.
2022-M-178

Memorandum to Council

Subject: Correspondence – City of Waterloo

Agenda Date: **June 16, 2022**

Attachments: Correspondence

RECOMMENDATION

BE IT RESOLVED THAT Council support the resolution from the City of Waterloo regarding “Ontario Must Build it Right the First Time”.

INFORMATION

Attached to this report is a resolution considered and passed by the Council of the City of Waterloo regarding proposed changes to the Ontario Building Code and meeting climate change targets.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator

March 23, 2022

Hon. Steve Clark
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay St.
Toronto, ON M7A 2J3

RE: Resolution from the City of Waterloo passed March 21st, 2022 re: Ontario Must Build it Right the First Time

Dear Minister Clark,

Please be advised that the Council of the Corporation of the City of Waterloo at its Council meeting held on Monday, March 21st, 2022 resolved as follows:

WHEREAS the Province of Ontario adopted greenhouse gas reduction targets of 30% by 2030, and emissions from buildings represented 22% of the province's 2017 emissions,

WHEREAS all Waterloo Region municipalities, including the City of Waterloo, adopted greenhouse gas reduction targets of 80% below 2012 levels by 2050 and endorsed in principle a 50% reduction by 2030 interim target that requires the support of bold and immediate provincial and federal actions,

WHEREAS greenhouse gas emissions from buildings represent 45% of all emissions in Waterloo Region, and an important strategy in the TransformWR community climate action strategy, adopted by all Councils in Waterloo Region, targets new buildings to be net-zero carbon or able to transition to net-zero carbon using region-wide building standards and building capacity and expertise of building operators, property managers, and in the design and construction sector,

WHEREAS the City of Waterloo recently adopted a net-zero carbon policy for new local government buildings and endorsed a corporate greenhouse gas and energy roadmap to achieve a 50% emissions reduction by 2030 for existing local government buildings and net-zero emissions by 2050 (provided the provincial electricity grid is also net-zero emissions),

WHEREAS the draft National Model Building Code proposes energy performance tiers for new buildings and a pathway to requiring net zero ready construction in new buildings, allowing the building industry, skilled trades, and suppliers to adapt on a predictable and reasonable timeline while encouraging innovation;

WHEREAS the Ministry of Municipal Affairs and Housing is consulting on changes for the next edition of the Ontario Building Code (ERO #: 019-4974) that generally aligns with the draft National Model Building Code except it does not propose adopting energy performance tiers, it does not propose timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier, and, according to Efficiency Canada and The Atmospheric Fund, it proposes adopting minimum energy performance standards that do not materially improve on the requirements in the current Ontario Building code;

WHEREAS buildings with better energy performance provide owners and occupants with lower energy bills, improved building comfort, and resilience from power disruptions that are expected to be more common in a changing climate, tackling both inequality and energy poverty;

WHEREAS municipalities are already leading the way in adopting or developing energy performance tiers as part of Green Development Standards, including Toronto and Whitby with adopted standards and Ottawa, Pickering, and others with standards in development;

WHEREAS the City of Waterloo is finalizing Green Development Standards for its west side employment lands and actively pursuing Green Development Standards in partnership with the Region of Waterloo, the Cities of Kitchener and Cambridge, and all local electricity and gas utilities through WR Community Energy;

WHEREAS while expensive retrofits of the current building stock to achieve future net zero requirements could be aligned with end-of-life replacement cycles to be more cost-efficient, new buildings that are not constructed to be net zero ready will require substantial retrofits before end-of-life replacement cycles at significantly more cost, making it more cost-efficient to build it right the first time.

THEREFORE BE IT RESOLVED THAT Council request the Province of Ontario to include energy performance tiers and timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier in the next edition of the Ontario Building Code, consistent with the intent of the draft National Model Building Code and the necessity of bold and immediate provincial action on climate change;

THAT Council request the Province of Ontario to adopt a more ambitious energy performance tier of the draft National Model Building Code as the minimum requirement for the next edition of the Ontario Building Code than those currently proposed;

THAT Council request the Province of Ontario provide authority to municipalities to adopt a specific higher energy performance tier than the Ontario Building Code, which would provide more consistency for developers and homebuilders than the emerging patchwork of municipal Green Development Standards;

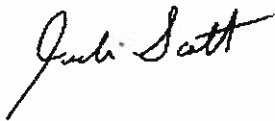
THAT Council request the Province of Ontario to facilitate capacity, education and training in the implementation of the National Model Building Code for municipal planning and building inspection staff, developers, and homebuilders to help build capacity; and

THAT this resolution be provided to the Minister of Municipal Affairs and Housing, to area MPPs, and to all Ontario Municipalities.

Please accept this letter for information purposes only.

If you have any questions or require additional information, please contact me.

Sincerely,



Julie Scott
City Clerk, City of Waterloo

CC (by email):

Catherine Fife, M.P.P (Waterloo)
Laura Mae Lindo, M.P.P (Kitchener Centre)
Belinda C. Karahalios, M.P.P (Cambridge)
Amy Fee, M.P.P (Kitchener-South Hespeler)
Mike Harris, M.P.P (Kitchener-Conestoga)

**THE CORPORATION OF THE
MUNICIPALITY OF TEMAGAMI**

BY-LAW No. 22-1618

Being a by-law to adopt the estimates of all sums required during the year 2022 for the purposes of the Corporation of the Municipality of Temagami.

WHEREAS Section 290 (1) of the Municipal Act, S.O. 2001, c25 as amended, provides that for each year, a local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality;

AND WHEREAS the Council of the Corporation of the Municipality of Temagami has considered the estimates of the Municipality and deemed it necessary that the following estimated sums be raised for the year;

DEPARTMENT	2022 EXPENSES
GENERAL GOVERNMENT	\$ 1,112,742
PROTECTION TO PERSONS & PROPERTY	761,230
TRANSPORTATION SERVICES	1,035,742
ENVIRONMENTAL SERVICES	958,466
HEALTH SERVICES	802,912
SOCIAL & FAMILY SERVICES	1,438,262
RECREATION & CULTURAL SERVICES	388,165
PLANNING & DEVELOPMENT	229,975
CAPITAL	7,283,778
TOTAL	\$ 14,011,272

AND WHEREAS the estimated revenues and financing from sources other than taxation for general municipal purposes is \$9,831,403;

AND WHEREAS the money estimated to be levied by taxation for general municipal purpose and Payments in Lieu of taxes is \$4,179,869;

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. That the Municipality hereby adopts the estimated Revenues and Expenditures for the year 2022;
2. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and

schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law;

3. That this bylaw shall come into force and take effect upon final passing thereof.

READ a first time this 16th day of June, 2022.

READ a second and third time and finally passed this 16th day of June, 2022.

Mayor

Clerk

**THE CORPORATION OF THE
MUNICIPALITY OF TEMAGAMI**

BY-LAW No. 22-1619

**Being a by-law to strike rates of taxation for the Municipality of Temagami the year
2022 and to provide for the payment of taxes by instalments.**

WHEREAS Section 312(2) of the Municipal Act, S.O. 2001, c25 as amended, provides that for purposes of raising the general local municipality levy, a local municipality shall, each year, pass a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

AND WHEREAS Section 342 (1) of the Municipal Act, S.O. 2001, c25 as amended, provides that a local municipality may pass by-laws providing for: (a) the payment of taxes in one amount or by instalments and the date or dates in the year for which the taxes are imposed on which the taxes or instalments are due; and (b) alternative instalments and due dates in the year for which the taxes are imposed other than those established under clause (a) to allow taxpayers to spread the payment of taxes more evenly over the year;

AND WHEREAS the Municipal Act defines “general local municipality levy” as the amount the local municipality decided to raise in its budget for the year under section 290 on all rateable property in the local municipality;

AND WHEREAS the Council of the Corporation of the Municipality of Temagami has, passed By-law 22-1618 to adopt the estimates of the Municipality the sums to be raised for the year in accordance with Section 290 of the Act;

AND WHEREAS the money estimated by said by-law to be levied by taxation for general municipal purpose and Payments in Lieu of taxes is \$4,179,869

AND WHEREAS all property assessment rolls on which the 2020 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act* R.S.O. 1990 Chapter A, 31 as amended (Herein after referred to as the “*Assessment Act*”) subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

AND WHEREAS the “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Farmland Assessment and Managed Forests Assessment” and the applicable subclasses pursuant to Section 7 of the *Assessment Act* have been determined on the basis of the aforementioned property assessment rolls;

AND WHEREAS the tax ratios on the aforementioned property for the 2022 taxation year have been set out in By-law No. 22-1599 of the Municipality of Temagami;

AND WHEREAS the property classes have been prescribed by the Minister of Finance under the *Assessment Act*, R.S.O. 1990, chapter A. 31, as amended and Regulations thereto;

AND WHEREAS it is necessary for the Council of the Municipality of Temagami pursuant to the *Municipal Act* to levy on the whole rateable property according to the last revised assessment roll for the Corporation of the Municipality of Temagami the estimates of all sums required for the purposes of the Corporation;

AND WHEREAS the “Commercial Assessment”, “Industrial Assessment” and “Pipeline Assessment” and the applicable subclasses pursuant to Section 7 of the *Assessment Act* have been determined on the basis of the aforementioned property assessment rolls;

AND WHEREAS those tax rates on the aforementioned “Commercial Assessment”, “Industrial Assessment” and “Pipeline Assessment” and the applicable subclasses have been calculated pursuant to the provisions of the *Municipal Act* R.S.O. 2001, c 25, as amended, and the provisions of the *Education Act* in the manner set out herein;

AND WHEREAS Section 398 (2) of the *Municipal Act*, S.O. 2001, c25 as amended, authorizes the treasurer of a local municipality to add fees and charges imposed by the municipality to the tax roll for properties in the local municipality and collect them in the same manner as municipal taxes:

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts that:

1. The tax rates for 2022 for municipal and education purposes are hereby set as follows:

<u>Class</u>	<u>Municipal Rate</u>	<u>Education Rate</u>	<u>Total Tax Rate</u>
Residential	0.00824210	0.00153000	0.00977210
Multi-Residential	0.01645415	0.00153000	0.01798415
Commercial	0.01012820	0.00880000	0.01892820
Commercial Excess Land	0.00708974	0.00880000	0.01688974
Commercial Vacant Land	0.00708974	0.00880000	0.01688974
Industrial	0.00700558	0.00880000	0.01680558
Industrial Vacant Land	0.00455362	0.00880000	0.01435362
Industrial Excess Land	0.00455362	0.00880000	0.01435362
Pipelines	0.00798418	0.00880000	0.01678418
PIL – Below			
Commercial	0.00708974	0.00980000	0.01992820
Commercial Excess Land	0.00708974	0.00980000	0.01688974
Commercial Vacant Land	0.00708974	0.00980000	0.01688974

2. It is hereby authorized that the sewer and water rates and all other rates payable as taxes be added to the Collector’s Roll; and

3. Every owner of land shall be taxed accordingly to the tax rates in this by-law and such tax shall become due and payable in 2 instalments as follows: 50 percent of the final levy shall become due and payable on the date stipulated on the final tax billing notice, which shall be at least 21 days following the date of mailing of the tax bills; the second due date shall be stipulated on the final tax billing notice; and
4. Notwithstanding item 3 above, the Treasurer of the Corporation of the Municipality of Temagami is hereby authorized to accept payments based on monthly payment plans; and
5. Amounts required to be levied and collected by this By-law shall be reduced by the amounts levied and collected by the Interim tax levy as authorized by By-law No. 22-1593 of the Corporation of the Municipality of Temagami; and
6. The Treasurer of the Corporation of the Municipality of Temagami shall mail or cause to be mailed to the address of the residence or place of business of each property or person, a notice specifying the amount of taxes payable by such persons pursuant to the provisions of this by-law, and
7. The taxes payable pursuant to this by-law shall be paid into the office of the Treasurer for the Corporation of the Municipality of Temagami on or before the respective dates herein before set forth; and
8. The Treasurer is hereby authorized to accept part payment from time to time, on account, of any taxes which have become due pursuant to this by-law.
9. In default of payment of the full amount of any taxes by the respective due dates, a percentage charge, of 1¼ % of the amount of taxes due and unpaid, may be imposed as a penalty for the non-payment of taxes on the first day of default. In addition, interest charges in the amount of 1¼ % per month, or 15% per annum, shall be levied on unpaid taxes in the manner established by section 345 of the *Municipal Act*; and
10. If any section or portion of this by-law is found by a Court of competent jurisdiction to be invalid, it is the intent of Council for the Corporation of the Municipality of Temagami that all remaining sections and portions of this by-law continue in force and effect; and
11. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

READ a first time this 16th day of June, 2022.

READ a second and third time and finally passed this 16th day of June, 2022.

Mayor

Clerk

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 22-1620

Being a by-law to set the amounts for area-rated charges to be levied for municipal and environmental services for the year 2022.

WHEREAS under Section 391 of the Municipal Act, 2001, S.O., 2001, c.25, as amended, a municipality may pass by-laws imposing fees or charges on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control.

AND WHEREAS the Council of the Corporation of the Municipality of Temagami wishes to set charges for the municipal and environmental services that the Municipality provides, which shall be added to the tax roll as authorized by By-law 22-1619, a by-law to strike rates of taxation;

AND WHEREAS Council passed resolution 14-413 on the 28th day of August 2014, directing that that the Water/Sewer/Grinder Pump and Garbage Area Charges be dealt with in a separate by-law from the Annual User Fee By-law;

AND WHEREAS Council deems it appropriate to assess costs of the transfer stations to the benefitting landowners;

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. That the number of residential equivalent units services by each area charge be established as Water – 345.55 residential equivalent units; Sewer – 371.75 residential equivalent units; Grinder Pump – 145 residential equivalent units; and waste collection – 427 residential equivalent unit;
2. That the service rate for Water be set at \$1,146.43 per residential equivalent unit;
3. That the service rate for Sewer be set at \$333.18 per residential equivalent unit;
4. That the service rate for Grinder Pump be set at \$300.86 per residential equivalent unit;
5. That the service rate for Garbage Collection be set at \$76.64 per residential equivalent unit;
6. That a premium of 10% be added to the fees noted parts 2., 3., 4., and 5. to be used or set aside for future capital improvements;
7. That a rate of 0.000179 be applied to the weighted assessment for benefitting landowners in support of transfer station costs;
8. That this By-law shall be cited as the “2022 Area-rated Charges By-law”;

9. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

10. That this by-law shall come into force and take effect on the date of the final passing thereof;

BE TAKEN AS READ A FIRST time on this 16th day of June, 2022.

READ A SECOND AND THIRD time and finally passed this 16th day of June, 2022.

Mayor

Clerk

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 22-1621

Being a by-law to adopt the Timiskaming District Joint Compliance Audit Committee Terms of Reference

WHEREAS Section 88.37 (1) of the Municipal Elections Act, 1996 requires municipalities to appoint Compliance Audit Committees to deal with matters regarding election campaign finances before October 1 of an election year;

AND WHEREAS Section 88.37 (6) establishes that the Clerk of the municipality shall establish administrative practices and procedures for the compliance audit committee;

AND WHEREAS the following District and area municipalities deem it necessary to establish Terms of Reference for a Joint Compliance Audit Committee:

Township of Armstrong	Township of Brethour
Township of Casey	Township of Chamberlain
Municipality of Charlton and Dack	City of Temiskaming Shores
Town of Cobalt	Township of Coleman
Town of Englehart	Township of Evanturel
Township of Gauthier	Township of Harley
Township of Harris	Township of Hilliard
Township of Hudson	Township of James
Township of Kerns	Town of Kirkland Lake
Township of Larder Lake	Town of Latchford
Township of Matachewan	Township of McGarry
Village of Thornloe	Municipality of Temagami

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE MUNICIPLAITY
OF TEMAGAMI HEREBY ENACTS AS FOLLOWS:**

- 1 **THAT** the business of the Timiskaming District Joint Compliance Audit Committee be conducted in accordance with the Terms of Reference set out in Schedule "A" attached hereto, which shall form part of this By-Law.
- 2 **THAT** the Clerk be delegated authority to amend the said Terms of Reference in accordance with the Timiskaming District Joint Compliance Audit Committee Administrative Practices and Procedures, as established by the Clerk.
- 3 **AND FINALLY THAT** this By-law shall come into force and take effect on November 15, 2022.

BE TAKEN AS READ A FIRST time on this 16th day of June, 2022.

READ A SECOND AND THIRD time and finally passed this 16th day of June, 2022.

Mayor

Clerk



Corporation of the Municipality of Temagami

Memo No.
2022-M-179

Memorandum to Council

Subject: Notice of Motion from Last Meeting

Agenda Date: June 16, 2022

Attachments:

RECOMMENDATION

BE IT RESOLVED THAT Council direct Staff to invite representatives of the Ministry of Transportation and the Highway 11 Safety Group to make presentations regarding the steps being taken to improve the safety of Highway 11.

INFORMATION

At the last Regular Session, Councillor Harding provided his intent to bring a motion forward concerning the safety of Highway 11 and how this can be improved.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



Corporation of the Municipality of Temagami

Memo No.
2022-M-180

Memorandum to Council

Subject: Asset Management Plan

Agenda Date: June 16, 2022

Attachments: Asset Management Plan

RECOMMENDATION

BE IT RESOLVED THAT Council approve the 2022 Asset Management Plan;

AND FURTHER THAT Staff be directed to post this to the Municipal Website;

AND FURTHER THAT Staff be directed to develop a work plan to incorporate the next steps into municipal operational plans.

INFORMATION

Ontario Regulation 588/17 filed under the Infrastructure for Jobs and Prosperity Act, 2015, requires municipalities to have an asset management plan for core infrastructure assets posted to their website by July 1, 2022. Core Infrastructure consists of Water, Wastewater, Stormwater, Roads and Bridges.

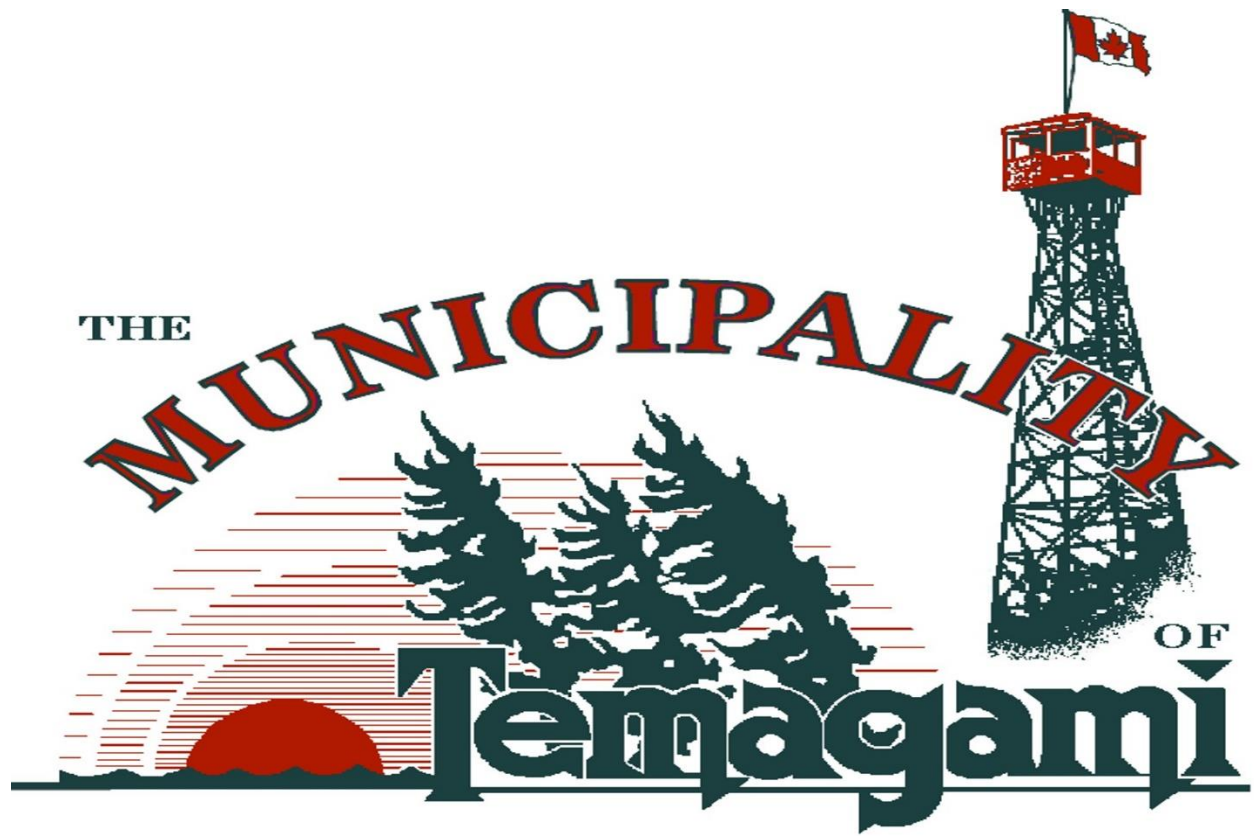
It should be noted that the conditions noted in the report are a single point in time. As more patrols are done, and as more sophisticated condition verification is completed, where warranted, these conditions are likely to change. Conditions, for this edition of the Plan, are a reference but are not used to project expenditures which are still based on life expectancy which is our practice.

For the Municipality of Temagami, the Asset Management Plan attached to this report includes all assets, not just those deemed to be core infrastructure. It also highlights steps that are to be taken to actually change how we manage and budget for our assets. The reality is that the plan that was completed in 2013, as similar with many other municipalities, amounted to a state of infrastructure and highlighted the infrastructure gap but did little to move away from the construct-use-reconstruct process for most capital assets. By completing the next steps, there will be a better understanding of the needs of our assets, the services they support and methods to extend the life expectancy. The stated goal of asset management planning is to operate assets so the cost over the asset life is the lowest.

We are intending to use the BALANCE program to assist with this. As we get more information into this database program we will be able to project different lifecycle events based on condition ratings before we get to a full construction and, using the internal calculation, develop a better asset defined budget that includes rehabilitation and reconstruction. Moving to this type of asset management will have the effect of lowering costs expected over the next decade and work to reduce our infrastructure gap.

We are also enrolled to participate in the AMP 3.0 program of the Municipal Finance Officers' Association, as supported by the Ministry of Infrastructure, and are participating in working groups designed to develop and share best practices for asset management in smaller municipalities.

Respectfully Submitted:
Craig Davidson
Treasurer/Administrator



2022
MUNICIPAL
ASSET
MANAGEMENT
PLAN

Table of Contents

EXECUTIVE SUMMARY	PG 3
INTRODUCTION	PG 5
STATE OF INFRASTRUCTURE	PG 14
LEVEL OF SERVICE	PG 19
LIFECYCLE MANAGEMENT	PG 19
FINANCIAL STRATEGY	PG 20
SUMMARY	PG 24

Executive Summary

Ontario Regulation 588/17, filed under the Infrastructure for Jobs and Prosperity Act, 2015, sets out requirements for Ontario municipalities related to asset management plans. For July 1, 2022, municipalities are to have an asset management plan for their core infrastructure assets. Core assets include assets used in the water, wastewater, stormwater, roads, and bridges functions. The Municipality has some assets that are used in core services as well as non-core, and when the non-core functions are considered, it made more sense to include all of our assets and then develop next steps designed to have our asset management plan enhanced prior to the July 1, 2025 deadline.

The asset management plan, at this stage, is to include the current level of service, current asset performance, asset inventory including replacement cost, age and condition, estimated lifecycle cost by asset category for the next 10 years that is required to maintain the current level of service and, as the Municipality of Temagami has a population under 25,000, assumptions regarding future changes in population or economic activity and how these will adjust the estimated lifecycle costs to maintain the current level of service.

Using the Asset Management Framework prepared and made available for Member Municipalities by the Municipal Finance Officers' Association, Staff have prepared this document. In addition, use of the BALANCE asset management software as a repository and linking of related assets that was used to inform statements regarding the age, performance, and plans for assets.

In 2013, the Municipality commissioned an Asset Management Plan. This was completed through a combined effort of EXP Engineering and KPMG. While there was some work completed for the condition of assets at that time, the anticipated costs included in the plan were basically based on end of life replacement. The Infrastructure Gap was identified and different options put forth to attempt to reduce this gap. In short, no options were selected by Council of the day and now, in 2021, we continue to budget based on end of life replacement and continue to struggle to replace assets on this schedule due to cost limitations. This has been magnified in the first part of the current term of Council as no large, competition-based infrastructure grants were approved until 2022.

While the cost basis, and revenue comparison may be the same as existed in 2013, there are also different approaches that are being included to ensure the asset management plan for the Municipality of Temagami remains current and relevant into the future. These are summarized as follows.

We are using the BALANCE asset management software which enables Staff to update asset conditions as required, either through repair or as a result of a road patrol or some other asset verification process. Keeping the asset condition continually up to date ensures that decisions can be made based on the most up to date information. Having Staff perform this function also has the benefit of Staff having a better understanding of asset performance and need as well as the benefit of updated condition rating being available quickly for analysis.

Next Steps, that appear at the end of this summary, outline a systematic approach to move the asset management plan from the basic level to a more enhanced level as required in 2025. Some of these steps include consultation with our Public, or considering how assets are managed from the perspective of maximization of the estimated useful life.

Working towards the goal of an enhanced plan in 2025 also provides an opportunity to address issues that will be contained in the Official Plan for the Municipality of Temagami, presently in the process of being updated. The Service Delivery Review, completed in 2020, is in the implementation phase. So too is our Recreation Strategy and Strategic Plan. Ensuring our enhanced Asset Management Plan provides a link between these plans and strategies and the annual municipal budget is important as without this, there will be no changes in the funds available, or the type of infrastructure available to support the vision these plans and strategies have of the Municipality of Temagami.

The population of the Municipality of Temagami, according to the 2021 census, is 869 full-time residents. While we do have considerably more seasonal residents, perhaps an additional 2 to 3 thousand, and although our full-time population has increased by 7.5% between the census periods, having a low population, especially areas with municipal water and wastewater services, does restrict the funds available for these systems. While we are presently taking steps to create capacity through infiltration reduction, the need to increase capacity in our water and wastewater systems, and to acquire/designate lands for future development in our urban centre is evident when comparing the cost of infrastructure to the revenues raised. The cost of maintaining the same level of service in the urban area, on a per household basis will increase significantly in 2024 as debt payments associated with the major repairs and/or enhancements begin.

Next Steps

This is a basic Asset Management Plan that is based on lifecycle replacement. The intent is to use this as a foundational piece that can be built on to move to an enhanced Asset Management Plan prior to the 2025 deadline.

1. Review the Capitalization Policy to ensure the capitalization threshold and expected useful life estimates are still relevant. This policy has not been reviewed since created prior to 2009.
2. Enhance our infrastructure map, especially buried infrastructure, noting the size, type, approximate year of construction, etc.
3. Work with our partners to develop a method to have accurate condition rating for buried infrastructure. While we can recognize where breaks occur, it is not known if there are any cracks about to leak which could alter the condition rating and ranking in the planning process.
4. Using a module of the BALANCE program, review our buildings with the intention of moving from a whole asset approach to a component approach. Assign appropriate condition rating to the various components rather than an age-based condition for the whole building.
5. Establish condition-based rehabilitation project, such as crack sealing and pavement rehabilitation, and enter these appropriately in the BALANCE program.
6. Working with our Public, better determine the Level of Service from an Asset perspective. This will include public meetings, consultation, and an assessment of expectations from our assets.
7. From the Level of Service Review, develop key performance indicators that are entrenched in condition and performance assessments.

8. Development of non-infrastructure metrics, such as water production and usage, to better inform if a possible break has occurred. Consideration of water meters at some point in the future.
9. Modify the BALANCE program with Temagami specific definitions to make better use of the Probability of Failure and Consequence of Failure to establish infrastructure project priorities.
10. Based on the infrastructure project priorities, determine where engineer service may be required to improve the performance of the asset.
11. Continue work to implement the remaining sections of the 2020 Service Delivery Review. This will better inform the future asset needs which can then be included in the enhanced plan.
12. Implement the Recreation Strategy, highlighting future infrastructure needs.
13. When the Official Plan review is completed, summarize infrastructure needs, especially in the area of servicing, which can inform linear asset planning in urban and rural areas.
14. As we move from the lifecycle replacement to lifecycle rehabilitation/repair focus of the asset management plan, continually update the infrastructure gap and highlight possible ways to reduce this gap, or identify structural gaps, for Council's consideration.

In addition to this, the Municipality of Temagami will commence work on enhancements of our infrastructure related to the rise in use of electric vehicles as well as areas designated for development in our updated Official Plan.

Introduction

This Asset Management plan is intended to meet the legislative requirements for Ontario municipalities. The one exception is that this plan includes all of our assets rather than just those deemed to be core assets. The reasoning for this included below.

History

Tangible Capital Assets

Prior to 2009, all Tangible Capital Assets purchased by municipalities were expensed in the year of acquisition. For the 2009 fiscal year, the Public Service Accounting Board's (PSAB) Section 3150 came into effect. This required municipalities to capitalize these assets and amortize them over the expected useful life.

Capitalization Policy

In order to have a systematic approach to capitalization and subsequent amortization, municipalities were required to establish a capitalization policy. Some of the items included in this policy were a capitalization threshold and estimated useful life for each class of asset.

A capitalization threshold arbitrarily establishes a minimum cost of an asset, or group of assets, must reach before it is capitalized. Beyond the notion that capital assets are expected to provide benefit and use to the municipality for a period greater than one year, this also reduces the number of smaller assets which, individually, are not material in the context of the municipality as a whole. For example, while we expect a chainsaw to be used longer than one year, the reality is that at a purchase price of \$750, little additional knowledge about municipal assets is gained by establishing a useful life and amortizing the cost over this period. While different asset classes can have different thresholds, for the Municipality of Temagami, presently all asset classes have a capitalization threshold of \$10,000.

The useful life of an asset is the period of time that the asset is expected to provide service to the municipality. When the Capitalization Policy for the Municipality of Temagami was created, these were established using industry standards and careful judgement. Our present Capitalization Policy has little deviation from the industry standards which may be necessary given Temagami specific uses.

The result of the implementation of the Capitalization Policy was the ability to conform with the accounting policies of PSAB 3150. While the identification of assets is an important foundational piece for asset management planning, the financial statement view of tangible capital assets is historic rather than prospective. Also, there are assets that would not be tracked through the use of the capitalization policy, such as computers, where the cost is below the capitalization threshold.

Legislative and Regulatory requirements.

Ontario “Building Together”

Following the change in PSAB reporting requirements for tangible capital assets, the move for more planning of assets occurred. First, in 2011, the Ontario government released “Building Together – a Guide for Municipal Asset Management Planning”. This provided information and framework to guide the creation of asset management plans. The stated goal was to include municipal asset management planning in the grant approval process to ensure capital investment from other levels of government were in line with these management plans. The guide also included an outline for asset management plans being:

1. Executive Summary
2. Introduction
3. State of Local Infrastructure
4. Expected Levels of Service
5. Asset Management Strategy
6. Financing Strategy

Federal Gas Tax Agreement in Ontario

The Government of Canada provides Federal Gas Tax to Ontario municipalities through an agreement with the Association of Municipalities of Ontario (AMO). There is a component of asset management included in the requirements of this fund. These requirements include:

- The costs to develop asset management plans are considered eligible expenditures for federal gas tax funding;
- Municipalities must have developed an asset management plan by December 31, 2016 to remain eligible for federal gas tax funding;
- Municipalities must provide a report to AMO that an asset management plan is being used to guide infrastructure planning and investment decisions including how federal gas tax dollars are being used.

Infrastructure for Jobs and Prosperity Act, 2015, (IJPA)

The Infrastructure for Jobs and Prosperity Act, 2015, (IJPA) received Royal Assent on June 4, 2015. Section 1 of the IJPA states that the purpose of the Act is to “establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment and incorporate design excellence into infrastructure planning. Municipalities are within the broad sector this Act applies to.

Section 6.1 of the IJPA notes:

“Every broader public-sector entity prescribed for the purposes of this section shall prepare the infrastructure asset management plans that are required by the regulations and that satisfy the prescribed requirements.”

The main regulation filed under the IJPA is O.Reg 588/17. These requirements are:

1. A Strategic Asset Management Policy by July 1, 2019
2. Preparation of asset management plans in three phases:
 - a. Phase I would address core infrastructure needs and required to be completed by July 1, 2022 (as amended during the pandemic);
 - b. Phase II expands on the plan in Phase I to include all infrastructure assets by July 1, 2024;
 - c. Phase III required further details to the asset management plan by July 1, 2025.
3. Phase I and II are to include:
 - a. Current levels of service;
 - b. Current asset performance, using performance measures;
 - c. An asset inventory, including replacement cost, age and condition;
 - d. Estimated lifecycle costs by asset category, to maintain current levels of service for 10 years;
 - e. For municipalities under 25,000: assumptions regarding future changes in population or economic activity, and how they relate to estimated lifecycle costs to maintain current levels of service.
4. Phase III of the asset management implementation is to include:
 - a. Proposed levels of service for the next ten years, using provided metrics for core infrastructure and municipally created metrics for other infrastructure;
 - b. An explanation of why the proposed levels of service are appropriate, including risks, affordability and whether they are achievable;

- c. The proposed performance of each category for each year over 10 years;
 - d. A lifecycle management strategy;
 - e. A financial strategy;
 - f. Document and address available funding as well as funding shortfalls;
 - g. For municipalities under 25,000: a discussion of how assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management strategy and financial strategy.
5. Updates, approvals and public availability:
- a. Review and update the asset management plan at least every five years;
 - b. The asset management plan or update is to be endorsed by the executive lead of the municipality and approved by Council resolution;
 - c. Municipalities are required to provide Council with annual updates on asset management planning progress by July 1st of each year;
 - d. Municipalities are required to post their strategic asset management policy and the asset management plan on the municipal website and make copies of these documents available to the public upon request.

Other Legislation

Asset management principals are also used in Development Charges and Community Benefit Charges. Neither of these are in use within the Municipality of Temagami.

Overview of Asset Management Planning

What is asset management planning?

Asset management planning is a process to provide the best possible information to support decisions when acquiring, operating, maintaining, renewing, replacing or disposing of infrastructure assets. In general, the purpose of the asset management plan is to maximize benefits, minimize risk and to provide an acceptable and sustainable level of service to the municipality as it works to meet the needs of the user. This is done through combining various strategies (as outlined in the regulation) into one strategic plan that is used to manage infrastructure investment and use.

The asset management plan highlights the planned approach for acquisition, use, lifecycle events of infrastructure used to meet the objectives and goals of service delivery. When following the points outlined in the asset management regulation, the municipality will be able to know the condition of assets, the plans for future use, when replacement or repair should be completed including what and the cost, and the combination of grants from other government, long term debt, and taxation that will allow infrastructure assets to continue to serve the municipality.

What is Included

The regulatory requirement, as noted, only requires municipal asset management plans to include core infrastructure needs at present. Core infrastructure is defined as the water, wastewater, stormwater, roads and bridges functions. Some of our assets, especially in the Public Works area, are multi-functioned and are required both in core and other infrastructure needs, such as waste management or recreation.

For the Municipality of Temagami, once the core infrastructure assets are removed, there are relatively few assets left. As such, rather than develop an asset management plan for core infrastructure assets and then augment later for all assets, this asset management plan will include all infrastructure assets employed by the Municipality.

The starting point for the inventory of assets is the schedules maintained for tangible capital assets included in the annual consolidated financial statements for the Municipality. These will be augmented for assets that have not reached the capitalization threshold or have been in use longer than their expected useful life and no longer appear on these schedules.

Framework and Information

In 2013, there was an asset management plan commissioned by the Municipality and completed through a combined effort of EXP and KPMG. Identification, classification and initial replacement cycles were drawn from there.

The largest obstacle to maintaining an asset management plan in a current state is the ever-changing condition of the assets. While, certainly, assets do degrade over time, from an accounting perspective these are often not recognized and the remaining useful life is not extended. Moving to the BALANCE asset management software to maintain our conditions will provide a systematic approach to updating the remaining useful life based on condition rating and accounting for the rehabilitation measures performed throughout the life of the asset. In essence, one of the main goals of this exercise was to have up to date condition information for our assets and to have the conditions updated after lifecycle events by Municipal Staff. In doing this, the Municipality, in essence, becomes the owner of the Asset Management Plan rather than relying on the expertise and schedule of others. The goal is not only to have better management of our assets but to have better information concerning the state of our assets when applying for infrastructure funds from other levels of government.

Initially, assets were recorded in the Municipal Data Works repository maintained through agreement with the Ontario Good Roads Association (OGRA). In July 2021, the Municipality received notice that OGRA would no longer be maintaining this database. Through an agreement with Marmak, our information was transferred to a database used by the Balance program. Having assets recorded in a form that is accessible allows asset condition and life cycle events to be updated on a continual basis. This is imperative to ensure the most current asset information is available upon which to base decisions.

The Municipal Finance Officers' Association (MFOA) has also provided member municipalities an asset management framework. This is a concise, step by step, approach to developing asset management plans internally. This framework has three levels of maturity, Basic, Intermediate, and Advanced, with each level building on the next.

The intention of this Asset Management Plan is to focus on the basic level for this edition of the asset management plan. From this, next steps, including condition assessments, rehabilitation programs and replacement projects, etc., can be recommended. The next steps would be focused on asset performance and further information to be gathered that when used will move the Asset Management Plan beyond the basic level. This would also provide for opportunities for public comment and consultation, most notably in the level of service conversation, which is a key influence in more mature asset management plan.

On June 27, 2019, Council considered and enacted By-Law 19-1464 which approved the strategic asset management policy. This document contains guiding principals used in the creation of this asset management plan.

Similar to the initial asset management plan prepared in 2013, the assets included are linear (roads, bridges, water, sewer), point (buildings, facilities, bridges, culverts, docks, vehicles and equipment) and land holdings. These will be reviewed from an historical, condition, useful life remaining, replacement costs and lifecycle cost perspective to assess present needs of municipal assets and risks to continuing to provide the levels of service on which our citizens rely.

For the most part, condition of the assets, at this point, are a function of remaining useful life. In cases where the asset is fully amortized but is still in use, or where the condition of the asset is known and is significantly different than the remaining useful life, condition may be substituted for remaining useful life in to the various asset management calculations.

There may also be items added to asset management planning that may not be included as tangible capital assets on our financial statements. An example of this could be computer systems where the unit cost is less than the capitalization threshold.

From the information, useful life, condition, projected needs, etc., replacement and lifecycle cost information for the next decade will be demonstrated. There have already been some decisions made, especially in the area of water and sewer improvements. The costs summaries included in this Asset Management Plan start in 2023 for the ten-year cycle as well as known plans on how these are to be funded. Recommendations, or 'next steps' will be identified in appropriate sections. These may be suggesting changes to level of services, highlighting condition assessments that may be required, or areas where changes to the capitalization policy should be discussed. These will be incorporated into the enhanced assets management plan, as required, by July 1, 2025.

The foundation of a finance strategy includes present level of specific capital reserves, annual budget for capital purposes, grant approvals, and ongoing grants. These will be compared to the need demonstrated over the next decade. From this a Temagami specific infrastructure gap can be identified with several options highlighted.

This first, basic level, edition of the updated Asset Management Plan may not provide decisions but will highlight items to be considered and information gaps that may exist as the Municipality works to taking the Asset Management Plan to a higher level of maturity.

Plan Information

The Asset Management Plan is based on:

1. The State of Local Infrastructure;
2. Levels of Service;
3. Lifecycle Management Strategy; and
4. Financing Strategy.

The State of Local Infrastructure in this basic Asset Management Plan, is mostly related to the age of the assets adjusted for known conditions when required. There is a foundation of risk assessment although as identified in Next Steps, more condition assessment and definitions through the BALANCE asset management software is required before this can be used for prioritization. As the Asset Management Plan evolves, there will be more complete comments concerning how an inventory of assets are maintained including attributes, accounting valuations, condition assessments and replacement costs. There will also be a summary of risk assessments that can inform other areas of the asset management plan. In short, the State of Local Infrastructure is the main foundation piece of the plan.

Levels of Service identifies the expectation how infrastructure assets aids in providing services to the users of municipal systems. This will include highlighting present levels of service including the associated costs.

Lifecycle Management Strategy includes replacement plans, rehabilitation projects, lifecycle maintenance as well as items that may not be directly tied to expenditure on infrastructure that are designed to either lower costs, extend useful life or a combination of the two.

The financing strategy will highlight the needs versus the resources. Again, this will have discussion points that can be used to better inform the required funds for asset management planning or where alterations in the plan may be required based on available funds.

Methodology

State of Local Infrastructure

In the sections that follow, the state of local infrastructure will be discussed. Presently, as noted, we are using the Marmak Balance system as an asset register. This has attributes of linear assets identified separately but relations noted. In this way, for example, a search for 'Spruce Drive' would include the buried infrastructure by size and type (water lines, sewer lines), roadside infrastructure (street lights, road signs) and the road itself.

While, presently, there is much detail for linear assets, this is not the case for buildings. Presently each building is treated as a single asset. Part of the enhanced asset management plan is to use a related software to better describe the needs of building by component. This could lead to a proposed change in the capitalization policy or could simply be used to better direct investment into buildings.

Fleet and equipment have been compared to the tangible capital asset summaries and equipment, whether the threshold has been made or not, to ensure that all equipment in use has been included in the Balance repository.

Linear Assets (Roads, Waterlines, Sewerlines) have aged based condition ratings. The move towards the enhanced asset management plan will include condition assessments similar to the video work that was completed for the Temagami North Sewer in 2021.

Risk Assessments

The state of local infrastructure is also being assessed on the basis of risk. There are three components that combine to create a risk assessment. These are the probability of failure, the consequence of failure, and the redundancy factor.

Probability of Failure

In simple terms, as assets age, the chance that they may not be able to provide an adequate level of service increases. In this basic level asset management plan the predominate measure of the probability the asset will fail to provide the expected level of service is based on age. Council did approve a matrix that included some condition-based assessments and additional condition-based items could be added as the asset management plan moves from a basic level to an advanced one. The approved matrix is:

PoF Value	Rating	Age Based	RCI	Breaks/100m
1	Very Good	0-10% of UL	90-100%	0
2	Good	10-30% of UL	75-90%	2
3	Fair	30%-50% of UL	50-75%	4
4	Poor	50-65% of UL	35-50%	6
5	Very Poor	Over 65% of UL	Less than 35%	8 or more

Where PoF is Probability of Failure; UL is Useful Life remaining; and RCI Is a subjective Ride Condition Factor

Initially, assets will be assigned a PoF value based on the percentage of useful life that has been used. While this measurement could be altered based on condition and also based on use in subsequent plans, starting with an age-based measurement provides a link between the capitalization policy and experience. This could also lead to further discussions regarding expected useful life projections made in this policy.

Consequence of Failure

The is a measurement of the impact on the Municipality if the asset were to fail. Inputs into the measurement include cost or replacement, the potential and severity of injury, impacts to the surrounding environment, interruption of services and the potential for suits and/or regulatory penalties.

While the Probability of Failure could be different for assets within any particular class, the Consequence of Failure would not necessarily change unless the nature of the assets changed. For example, all bridges would start with the same Consequence of Failure based on cost, regulations, environmental impact but where differences may occur is when assessing the level of service interruption should the bridge fail. Those bridges where a reasonable detour exists would have a lower consequence of failure than one where the only access to the other side is the bridge.

Risk Rating (Balance Score)

The Probability of Failure and the Consequence of Failure are combined into a Risk Rating as follows:

First, the weight assigned to Probability of Failure and the Consequence of Failure is assigned. These two weights add to 100% and is a way to promote age/condition or consequence in the overall risk rating. Once this has been determined, the equation for Risk Rating is:

$$\text{BALANCE} = \text{PoF Weight} \times \text{PoF Rating} + \text{CoF Weight} \times \text{CoF Rating}$$

Using BALANCE software, this overall risk rating is called the BALANCE Score.

Initially, the weight is set at 50% for each of the Probability of Failure and the Consequence of Failure. As the Asset Management Plan matures, adjusting the weight factors is an option that can be discussed and considered. Altering the weight so the factor for Probability of Failure is higher than 50% would result in asset age and/or condition being a greater determining factor in replacement or rehabilitation priority setting.

Redundancy Factor

While different than the Consequence of Failure measurement noted above, areas where redundancy exists can alter the risk rating. For example, in the Temagami North Water Treatment Plant there are two treatment trains whereas there is only one in the Temagami South Water Treatment Plant. All things being equal, priority would be given to the Temagami South Water Treatment Plant for asset renewal or rehabilitation given that, presently, there is redundancy built into the water treatment plant in Temagami North.

This can also be extended to solid waste disposal sites given that there are three should issues arise in one of the sites, although cost of transportation could be an issue, the other two sites could be used to accept waste from the other giving a systematic redundancy.

Assessments and Risk Rating

Apart from providing information on replacement and/or rehabilitation of assets, the Risk Rating is also used to guide assessment ratings. While legislatively municipalities are required to conduct bridge assessments biannually, for other assets, the timing of condition assessments can be guided by the level of risk. As the risk associated with the asset increases, the frequency of condition assessments would also increase.

Levels of Service

For the purpose of this initial Asset Management Plan reset, the determination of Levels of Service provided through infrastructure assets are based on the present experience.

For future enhanced plans, additional work will be focused on levels of service including defining and tracking key performance indicators, public consultation for better defining expectations from service

delivery and identifying areas where expectations are exceeded and those where improvements may be required.

Given that future plans are to address levels of service, potential changes, and the associated costs, this process will be a key factor in the formulation of future updates for the asset management plan.

Lifecycle Management Strategy

The starting point in Lifecycle Management Strategy is what we are presently doing and what we are planning to do. Highlighting maintenance activities that extend expected useful life in a different manner, or having culvert or gravel replacement linked to the performance and expected useful life of the asset is a change from the present way business is conducted and recorded. We also have plans in our budget and in the next few years which will be incorporated in this section.

Financing Strategy

The needs will be examined over the next decade and include both capital repair/replacement from the PSAB point of view as well as expenditures that would be included as operating costs. With the basic asset management plan, the first task is to identify the infrastructure gap for the Municipality of Temagami. From this, future editions can provide guidance on how this gap could be reduced.

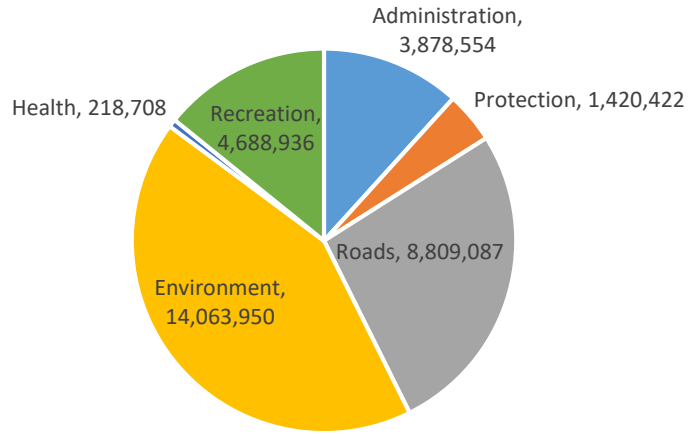
It should also be remembered that as most of our assets were funded, in part, by the other levels of government, having an asset that, when purchased, had funding levels between 75 and 85% now be totally funded from Municipal sources is practically impossible. While the revenue side of the forecast will include approved grants, future potential funding programming will not include expected approvals. This may lead to a systemic infrastructure gap. Measuring, setting expectations and developing contingency plans will form part of the Financing Strategy in the more advanced Asset Management Plan.

State of Local Infrastructure

The 2009 exercise required to report Tangible Capital Assets as required by PSAB provided a good inventory of municipal assets. With the accounting standard that assets be recorded and the lower of cost or market value, a great many assets, especially those with expected useful lives of 50 years, the replacement value and the recorded cost are vastly different. It is also important to remember that during the 2009 exercise there were many estimates made for dated assets where the purchased invoices were not available. This further decreases the reliance the Municipality can place on the values reported in the financial statements regarding the future capital assets needs.

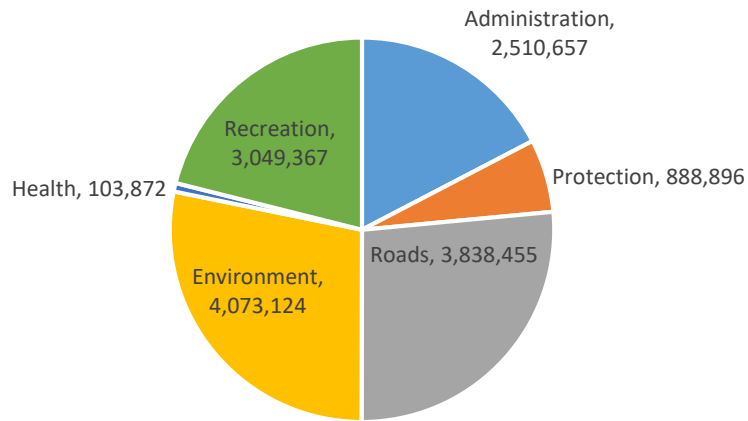
To illustrate this, the tangible asset cost shown in the financial statements is \$35,079,657 and by function is:

TCA Costs, 2021



When accumulated amortization is accounted for, the net book value is \$14,464,371 or, again by function is:

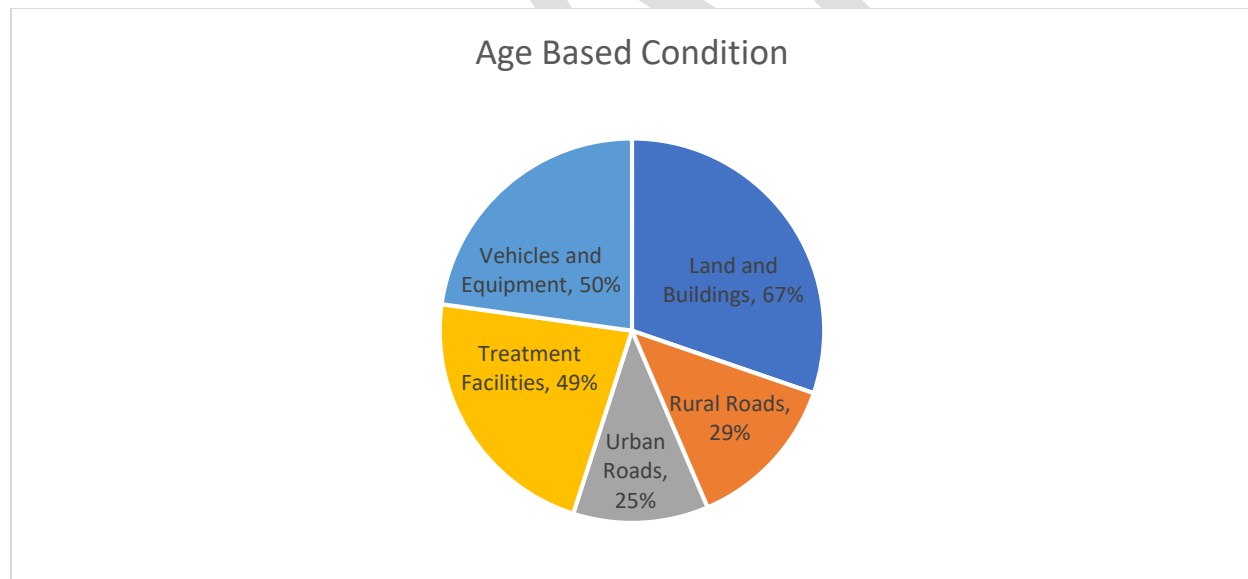
Net Book Value, 2021



If this was the only determiner of asset needs, in total, 44% of the useful life estimates for all assets, in total is all that remains. Also, while the functional classification of assets is required for the financial statements and the financial information return, to better plan for the future of municipal assets, having the assets categorized by type makes more sense. If we restate the 2021 Net Book Value, by asset type, the result is:

Type	Cost	NBV	% UL Remain
Lands and Buildings	\$ 9,035,012	\$ 6,012,754	67%
Rural Roads	\$2,348,761	\$ 686,446	29%
Urban Roads	\$12,060,369	\$ 3,016,693	25%
Treatment Facilities	\$ 6,689,752	\$ 3,272,273	49%
Vehicles and Equipment	\$ 2,945,763	\$ 1,476,205	50%
Total	\$33,079,657	\$14,464,371	44%

Where: NBV is the Net Book Value, December 31, 2021;
 % UL Remaining is the percentage of aged-based useful life that remains;
 Rural Roads are roads with no water or sewer buried in the base;
 Urban Roads are roads with buried municipal utilities.



If we consider Rural Roads as an example, from the basis of age (demonstrated above) there is 29% of the useful life remaining. When completing road patrols, there is a completely objective measure of a Ride Comfort Index (RCI). Items that would score a lower RCI would be potholes, road distortions, heaves in the winter or spring, number of days between grading need, etc. Based on information collected from the road patrols, the average RCI based on the number of rural roads is 70%. As we can see, the aged-based condition (remaining useful life) and the objective condition based on the RCI are significantly different.

On a worst to first basis, the five Rural Roads that are in the greatest need of attention are:

1. White Bear Court;
2. Fox Run Road;
3. Sherman Milne Road;
4. Wilson Tomono Road; and
5. Lake Temagami Access Road.

Urban Roads also differ on a basis of age. Along with the road condition, the condition of the water and waste water services buried in the road also need to be considered. If the road is to be reconstructed, then similar to culverts in the Rural Road, all assets should be replaced. Often there is work completed on the surface of an urban road with as little as possible disruption to the buried infrastructure. This is also important since as urban roads are reconstructed, new regulations, especially in the Clean Water Act become effective and require more separation between water service lines and sewer service lines.

Above you can note that the age-based condition rating for urban roads is 25%. From the RCI measure this number is 62% and when all assets are added 58% of the asset life remains. It is important to note that the condition for water lines and related equipment is a best estimate and still needs to be verified. The one condition metric that is being relied on is the number of breaks in 100 meters of water or sewer line. While there are times, especially during a freeze/thaw cycle, where there are water breaks, typically there are less than five breaks throughout our system annually.

On a worst to first basis, the five (and ties) Urban Roads that are in the greatest need of attention are:

1. Village Lane;
2. Memory Lane;
3. Hillcrest Drive;
4. Harmony Lane;
5. Shoreline Avenue, Ojibway Lane, Goward Avenue and Alder Lane.

In general terms, roads provide the expected level of service in that there are very few times, if any that roads are closed whether by water breaks or not.

Vehicles and equipment, from an aged based perspective, have about half of the useful life remaining. In the Public Works area, our vehicles with less useful life remaining are the smaller trucks. We have been moving to one-ton vehicles or, in a recent purchase, a gently used three ton has proven to be a good fit.

The level of service expected from vehicles and equipment is that they are available to be used with few breakdowns. In the smaller vehicles the number of days they are unavailable is higher than others but still would average less than 10 days per year. In the past year there was a week where the garbage truck was not available and the bull dozer required repairs earlier this year but other than these the equipment is generally providing the level of service expected.

Treatment Facilities are the water treatment plants and the lagoons. From an age-based perspective, just under half of the expected useful life remains. There are annual improvements made that are treated as operating costs so the actual condition could be higher than this. Regarding expected levels of service, there are fewer than five boil water advisories in the typical year and these are mostly due to times where there are either a water break or the pressure was reduced for work such as a hydrant replacement.

Lands and Buildings show about two-thirds of life remaining. Presently, as guided by the capitalization policy, buildings are treated as a single asset with a 50-year life expectancy. There could be components of different buildings that require more attention and the use of the buildings, and various parkland, will be better defined as we work through processes such as the recreation strategy.

Next Steps

To better define the state of municipal infrastructure and move from an age-based approach to a condition-based approach, we need to better understand the condition of our assets. The foundation of this is to have a better definition of what the municipality and the users

For roads, including buried infrastructure, this includes:

1. expanding on the camera work to get a sense of the condition of the water lines without the need to excavate;
2. Better utilization of data from water and wastewater systems to, in general terms, account for water produced and demonstrate infiltration;
3. Consider water meters in the future;
4. Identify areas where additional engineering may be required to improve the performance of the roads;
5. Continue with the biannual bridge inspections;
6. Consider different methods to improve the condition and extend the life of the assets.

Equipment replacement is planned to continue on the basis of age for the most part. This could be altered based on repair costs etc. but, for the most part, the age is a key indicator to continued performance. There are some pieces of equipment that will be in service long beyond the useful life noted in the capitalization policy. The condition of these items will be worked into replacement plans as conditions start to fade.

The one change to be considered with vehicles and equipment is the move to electric vehicles. With the announcements from other levels of government that vehicle sales by 2030 will be mostly electric then planning for this move should start directly. It is not simply the plan for vehicles but the modifications to, or new construction of, facilities, such as the Public Works Yard, that would be required to charge a fleet of vehicles so they are ready to be used as needed.

Presently, there are plans in process to add a UV Filtration to the lagoon in Temagami North as well as repairs, including a second treatment train, funded through the ICIP Green Program. Working with OCWA, assessing the other treatment facilities for non-age conditions is an important step.

The Balance Program's associated modules includes a building assessment module that can take the building components and have component specific conditions and replacement value. This is the next important step for further assessing our buildings.

That being said, the Public Works facility has been in need of replacement for some time. Moving forward with the planning for this facility while at the same time better assessing the condition of our other facilities is the present plan.

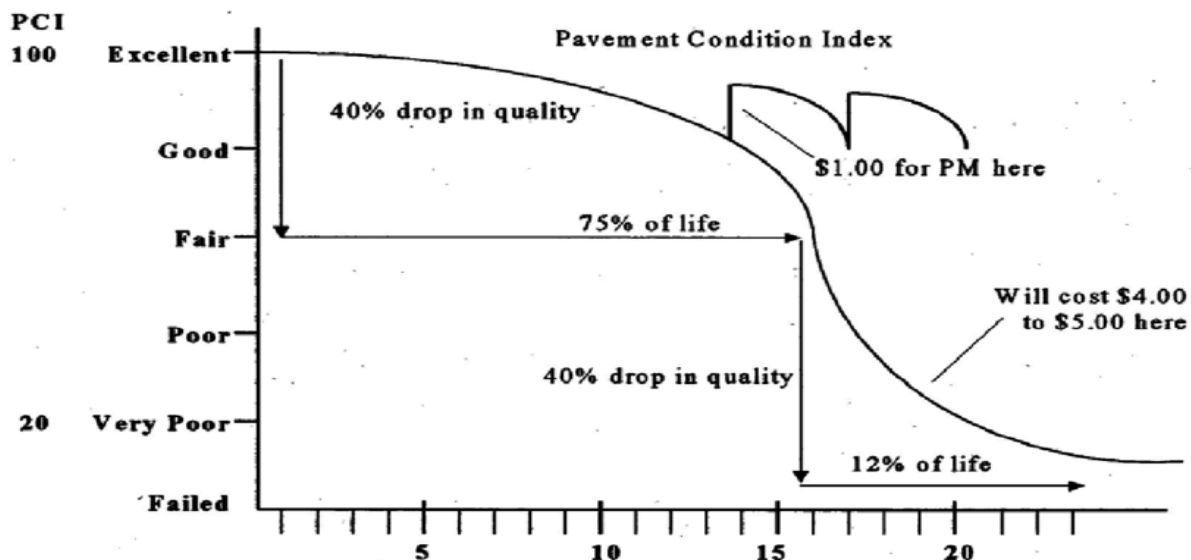
Levels of Service

As noted in the State of Infrastructure, our infrastructure assets typically provide the expected level of service with minimal interruptions. Presently, the levels of service are what we determine with no consultation with our customers. There may be areas where we are exceeding the ratepayer's expectation and others where we are not. In order to refine our levels of service our assets provide through municipal operations, a series of consultation is required. For the purposes of this edition of the asset management plan, in person workshops and similar engagement was not possible due to the pandemic. Instead, for the 'basic' level plan, the reliability of assets was considered such as days equipment is out of service, number of service line breaks per hundred meters, etc.. The next step is to undertake and coordinate dialogue with our various users to ensure that we are meeting expectations.

Some of this is also related to our service delivery review. We are still working through the recommendations of that process and can be used as a foundational piece as we ensure our level of service, and reliability of our infrastructure assets in providing this service is just right.

Lifecycle Management Strategy

While vehicles and equipment are basically replaced on the basis of age, this should not always be the case for other municipal assets. Also, if there are certain repair or rehabilitation events that are completed systematically through the life of an asset the result could be extending the normal useful life. If you consider roads that are paved (hot mix) that typically have a life span of 15 years before reconstruction is necessary, by undertaking life cycle repairs such as crack sealing, 'shave and pave' and other similar activities then the life of the pavement can continue well beyond expectations. These remedial processes are also less costly than total reconstruction. In other words, it is less costly to keep good assets good than it is to turn a poor or very poor asset into good condition. This is illustrated below.



While in a 'perfect' world we would be able to construct once and not have to touch the asset until we want to reconstruct, the reality is that as assets age, by completing life cycle maintenance we can protect the asset.

Other than filling potholes, there has not been a great deal of lifecycle management integrated into our operations. Part of this is due to user expectations and understanding. Consider if Road A is totally reconstructed and, before you get to Road B, there is crack sealing or another life extending remedy applied to Road A, those living on Road B could feel like their road is of no concern. Therefore, as the move is made to strategy that is more focused on managing the lifecycle rather than 'end of life care', there needs to be a communication strategy so the users of the system know why.

As we move to a more advanced asset management plan, part of the process is to incorporate these lifecycle costs into our planning processes. Examples of these are regular sludge removal from the lagoons, ditching programs for rural roads, surface adjustments including sealing cracks and then link these to the condition rating of the asset. While some of these have been incorporated into our expected costs and how our needs will be funded, as our asset management plan becomes more enhanced, so too will our treatment of our assets move from build and replace to build and keep in good repair. We still have some foundational work that needs to be done to get to this point but ensuring our good assets do not fall into the poor category can allow us to achieve efficiencies on the operation of our infrastructure assets. As we move forward, the Balance program can illustrate the different strategies and provide different foundational information on which infrastructure decisions can be based.

Financial Strategy

In this section, proposed expenditures over the next 10 and 20 years will be examined. For equipment, this is based on replacing the asset after useful life as determined by the Capitalization Policy. For Buildings and Facilities the proposed expenditure is based on identified projects. For Linear Assets (roads, water lines and sewer lines) an amount has been included that would reconstruct these roads on a fifteen-year cycle for rural roads and a twenty-year cycle for urban roads.

Anticipated Capital Cost

Cost has been estimated using known values and have been inflated at 2% per year. At the time of the writing inflation is tracking higher but the 2% inflation is being maintained, at least for the present time, to reflect the stated goal of the Government of Canada and its institutions.

The forecast starts in 2023. With the 2022 items approved, while there may be some carry over, especially in the water and lagoon area. The expenses and revenues included in the 2022 budget will not be included in the forecast.

The replacement cycle for equipment is:

25 Years	Fire Vehicles, Heavy Equipment (Grader etc.)
10 Years	Heavy Duty Public Works Trucks, Misc Equipment
7 Years	Medium Duty and Light Duty Trucks

For the purposes of the forecast the replacement values used were: Fire Pumper \$415,000; Heavy Duty Truck - \$300,000; Dozer and Loader - \$200,000; Grader \$420,000; Medium Duty Truck \$125,000; Light Duty Truck (PW) \$90,000; Light Duty Truck (REC) \$80,000; Small Fire Pumpers \$175,000; Fire Equipment Van \$125,000; Lawn and Garden Equipment ranges from \$10,000 to \$25,000.

Rural road reconstruction includes restoring the ditches, replacing cross and driveway culverts, minor base adjustments, gravel, and in most cases, double surface treatment. Presently, the estimate for this work is \$150,000 per kilometer. To reconstruct the roads on a 15 year cycle the annual cost in 2023 would be \$226,050 with annual increases of 2% for the forecast.

Urban road reconstruction includes restoring ditches, replacing cross and driveway culverts, replacing water lines, replacing sewer lines, replacing manholes, base adjustments, gravel and in most cases either a double surface treatment or a hot mix asphalt surface. Replacing water and sewer lines will take a little extra for most roads as since the passage of the Clean Water Act, there is a required separation between water lines and sewer lines. Mostly due to the amount of bedrock in our area, most of our service lines are closer than now required. As such, the when urban roads are reconstructed, there will be extra costs in ensuring the services are appropriately spaced. Based on the Spruce Drive project that was completed in 2017, it is estimated this work would cost \$2,250,000 per kilometer which, based on a reconstruction cycle of 30 years has an annual cost of \$883,800 with annual increases of 2% for the forecast.

We have annual 'capital' lists from OCWA for our water treatment plants, lagoons and the associated service system. For the purpose of the forecast, the assumption is that this would be \$95,000 in 2023 with an annual escalation of 2%.

The expectation of needs for facilities in the next 10 years is:

- 2023 Wildflower Drain - \$200,000
- Waste Site Capital based on the Waste Management Master Plan - \$20,000
- 2026 North and South Lagoon Sludge Removal - \$250,000
- 2028 Possible Bridge rehabilitation - \$150,000
- 2031 North and South Lagoon Sludge Removal \$275,000

Buildings include:

- Public Works Drawings and Construction – 2023 \$50,000; 2024 \$1,750,000;
- Arena Efficient compressor – 2024 \$1,000,000 (possible FCM Grant);
- Welcome Centre Plan and work for energy efficiencies, repair to inter-locking brick – accessibility updates etc. – 2023 \$50,000; 2024 \$250,000; 2025 \$250,000;
- Chalet reconstruction 2023 \$350,000;
- MR Community Centre 2024 \$350,000.

While some of these have not yet been approved by Council, or in some cases, the timing of the projects, the projected building needs are based on various discussions held. The Marten River Community Centre would also fill a need that occurs when the Highway is closed for an extended period of time. While the Municipality is able to have the Legion open in Temagami when a closure happens, there is no such facility at the south end of the municipality.

From this, the anticipated capital costs for the next 20 years are:

Year	Rural	Urban	Facilities	Buildings	Equip	Vehicles	Total
2023	\$ 226,050	\$ 883,800	\$ 315,000	\$ 100,000	\$ 67,500	\$ 130,000	\$ 1,722,350
2024	\$ 230,571	\$ 901,476	\$ 96,900	\$3,350,000	\$ 69,960	\$ 940,000	\$ 5,588,907
2025	\$ 235,182	\$ 919,506	\$ 98,838	\$ 600,000	\$ 79,539	\$ 90,000	\$ 2,023,065
2026	\$ 239,886	\$ 937,896	\$ 350,815		\$ 62,287	\$ 185,000	\$ 1,775,884
2027	\$ 244,684	\$ 956,654	\$ 102,831		\$ 35,830	\$ 535,000	\$ 1,874,999
2028	\$ 249,578	\$ 975,787	\$ 279,888		\$ 53,146	\$ 435,000	\$ 1,993,399
2029	\$ 254,570	\$ 995,303	\$ 131,986		\$ 87,599	\$ 100,000	\$ 1,569,458
2030	\$ 259,661	\$ 1,015,209	\$ 109,126		\$ 64,859	\$ 535,000	\$ 1,983,855
2031	\$ 264,854	\$ 1,035,513	\$ 386,309		\$ 74,236	\$ 425,000	\$ 2,185,912
2032	\$ 270,151	\$ 1,056,223	\$ 113,535		\$ 106,631	\$ 290,000	\$ 1,836,540
10 Yr	\$2,475,187	\$ 9,677,367	\$1,985,228	\$4,050,000	\$ 701,587	\$3,665,000	\$22,554,369
33-42	\$3,017,233	\$11,796,650	\$2,643,039		\$ 897,157	\$2,470,000	\$20,824,079
20 Yr	\$5,492,420	\$21,474,017	\$4,628,267	\$4,050,000	\$1,598,744	\$6,135,000	\$43,378,448

Again, these estimates are largely based on useful life expectations contained in the capitalization policy and augmented with known or proposed projects. As work continues to be completed through the service delivery review and enhancing our information into balance to take a more lifecycle approach to capital items the anticipated capital costs will be updated but given the present information and how assets have been maintained in the base this is the best estimate at present.

Capital Revenue

There are a few options for funding capital operations. For the Municipality of Temagami these are Grant Revenue, Utility Rates, and Property Taxation.

Grant Revenue that has been included in the following estimates are grants that have been approved as ongoing contributions, such as Federal Gas Tax. This grant and the Ontario Community Infrastructure Fund have continued throughout the analysis period. For the first few years, Grant Revenue also includes the Northern Ontario Resource Development Subsidy.

Starting in 2019, there was a premium charged on water and sewer rates. The purpose of this premium was to fund capital expenditure through the utility rates rather than having the tax funded programs absorb this cost. In 2023, it is anticipated that this premium will equal \$53,040 and increase by 2% each year.

Council has established a separate capital levy of (in 2022) \$653,348. This amount has been increased by 2% for each year.

Given this, the anticipated revenue for the next 20 years is:

Year	Grants	Utility Rates	Taxation	Total
2023	\$297,656	\$53,040	\$666,415	\$1,017,111
2024	\$297,656	\$54,101	\$679,743	\$1,031,500
2025	\$297,656	\$55,183	\$693,338	\$1,046,177
2026	\$195,216	\$56,287	\$707,205	\$958,708
2027	\$195,216	\$57,413	\$721,39	\$973,978
2028	\$195,216	\$58,561	\$735,776	\$989,553
2029	\$195,216	\$59,732	\$750,492	\$1,005,440
2030	\$195,216	\$60,927	\$765,502	\$1,021,645
2031	\$195,216	\$62,146	\$780,812	\$1,038,174
2032	\$195,216	\$63,389	\$796,428	\$1,055,033
10 Year	\$2,259,480	\$580,779	\$7,297,060	\$10,137,319
2033-2042	\$1,952,160	\$707,971	\$8,895,084	\$16,192,144
20 Year	\$4,211,640	\$1,288,750	\$16,192,144	\$21,952,534

From this, there is an annual infrastructure gap on average of \$1,084,295 over the next 20 years.

Other areas to consider

The Municipality holds funds in reserves. One of the municipal policies is that any operating surplus is transferred to reserves for future projects. While we not able to predict what balance will be placed in reserves as a result of this policy, it is one way where funds are built for future use. The 2022 budget predicts that reserves to be used for future capital projects total \$1,996,692. While the Municipality should not use all of these reserves at once, it is a way where projects can be funded though savings. An example of this is the Marten River Fire Pumper Replacement. The 2022 Budget indicates that this reserve totals \$357,500 which is approaching the amount required to the estimated purchase in 2024.

Use of Debt

The 2022 budget has three areas where the acquisition of debt is expected. These are the UV Filtration Project in Temagami North, the ICIP Green Water Improvement Project and the Repair of the Water Tower in Temagami North. In total, once these projects are completed, it is anticipated that the value of new debt will be \$2,250,000. The 2021 Annual Repayment Limit is just over \$1 million. Allowing for the approved debt not yet acquired, this would leave approximately \$5 million that could be borrowed and remain within the Annual Repayment Limit.

While this is an option, Council should use debt prudently. Having some debt capacity to provide for emergencies or when last minute funding announcements are what we have been waiting for. The other reason for prudent use of debt as a financing tool is that as the annual debt payments increase, there is less flexibility in the municipal budget with debt payments dictating what increases are required.

Increase in Capital Levy

In the 2013 Asset Management Plan, the concept was put forward to increase taxation by 2% of the overall taxation and then maintain that amount over 5 years. At that time, it was estimated that, over 5 years, this step would raise an additional \$340,000 for capital purposes. If the same was put in place the amount

raised over 5 years with a 2% increase, in addition to other possible increases, for the next five years would equal \$432,976.

Grants

As noted previously, the only grants used in the forecast those that have been preapproved (and extended or expected to be). The use of grant programs is vital to the operation of infrastructure assets. Presently, there are no active intakes for infrastructure funding and, our belief, is that a new agreement between the Government of Canada and the Province of Ontario is required for another program similar to the ICIP (which we were approved for use in 2022).

The Municipality has used delegations with Provincial Ministers as a way to promote the need for funding. We have gained momentum in the past few years but with there being 385 municipalities classified as 'small', and a 'share the wealth mentality', it is not plausible to believe that our infrastructure gap could be funded through increased grant activity.

Au Chateau

We have been in a difference of opinion regarding the responsibility the Municipality has towards Au Chateau. Council did provide notice that we were ceasing our relationship as of December 31, 2021 and Au Chateau responded by sending us a bill for the 2022 levy of \$450,000. Once the Ministry of Long-Term Care rules that paying this level of tax dollars to a facility that is never used should never happen, and if Council repurposes this portion of the budget towards capital, this would add \$2,388,655 over the first five years of this being in effect.

Summary

Although the 2013 Asset Management Plan introduced concepts of lifecycle maintenance, rather than build – leave – build, and an increase to the capital levy over and above the standard inflation rate, these have not been put into practice. We have an opportunity over the next three years of plan enhancement to change how we manage our assets, including how we budget for this management, as well as fully implementing our service delivery review which may provide changes to the assets we require. Reviewing our capitalization policy to ensure that the anticipated useful life estimates are still relevant is another important step since a longer useful life will reduce the estimated asset replacement schedule. There are condition assessments, asset mapping, consolidating office (perhaps) and the electrification of vehicles all to be considered as we work to have a more concise Asset Management Plan. These are all key to reducing the infrastructure gap to the point where reserves, grants and other opportunities can make up the difference.

THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI

BY-LAW NO. 22-1622

Being a By-Law to confirm the proceedings of Council of the Corporation of the Municipality of Temagami

WHEREAS pursuant to Section 5(1) of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, the powers of a municipality shall be exercised by its Council; and

WHEREAS pursuant to Section 5(3) of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, a municipal power, including a municipality's capacity rights, powers and privileges under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, shall be exercised by By-Law unless the municipality is specifically authorized to do otherwise; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Temagami at this Session be confirmed and adopted by By-Law.

NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:

1. **THAT** the actions of the Council of The Corporation of the Municipality of Temagami in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all actions passed and taken by the Council of the Corporation of the Municipality of Temagami, documents and transactions entered into during the June 16, 2022 Regular meeting of Council are hereby adopted and confirmed, as if the same were expressly embodied in this By-Law.
2. **THAT** the Mayor and proper officials of The Corporation of the Municipality of Temagami are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Municipality of Temagami during the said meetings referred to in paragraph 1 of this By-Law.
3. **THAT** the Mayor and the Treasurer/Administrator or Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-Law and to affix the Corporate Seal of The Corporation of the Municipality of Temagami to all documents referred to in said paragraph 1.

Read a first, second and third time and finally passed this 16th day of June, 2022.

Mayor

Clerk