



Creating Viable Long-Term Care Home Development and Redevelopment

AMO's Submission to the Ministry of Long-Term Care

July 6, 2021

Long-Term Care Development and Redevelopment

Preamble

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

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

Context

AMO is pleased to hear of the provincial government's commitment to expanding 30,000 new long-term care beds over the decade, and support for older long-term care homes to redevelop. Municipal governments are eligible to apply for provincial capital funding for new bed expansion and redevelopment from the provincial government and look forward to working with the Ministry of Long-Term Care to expand long-term care capacity and improve the quality of long-term care homes in our communities.

In the effort to develop and redevelop long-term care capacity, there is a municipal interest to see that all areas of the province benefit from bed expansion with projects in diverse communities of different sizes and types. AMO wants to see increasing viability of municipal government applications to develop new beds to serve their communities where interest exists and securing adequate funding for both development and redevelopment to reduce further subsidy from the property tax base.

However, many municipalities can face barriers to the successful development and redevelopment of municipal homes, including a lack of capital development/redevelopment expertise, challenges accessing low-cost financing, difficulty raising significant amounts of capital upfront, and reliance on property tax dollars when healthcare is a provincial responsibility.

AMO believes that addressing these barriers should include transforming provincial capital programs with new funding enhancements and putting into place a dedicated, focused application stream for municipalities separate from the for-profit applicants. This will acknowledge the unique needs of these providers and should serve to help facilitate greater municipal uptake of new development opportunities where interest exists. It should also serve to lessen reliance on property tax dollars expended on both application development and development/redevelopment projects.

Recommendations

AMO's Health Task Force has developed the following recommendations to the provincial government informed by input from municipal members and the work of AdvantAge Ontario:

Application Process

1. Municipal governments should be able to apply through a dedicated application process along with non-profit home operators, separate from for-profit companies.

Planning and Project Support

2. The provincial government must provide upfront seed funding to support application development, especially to smaller municipal operators.
3. The provincial government must provide master plan funding after applications have been preliminarily approved to support the next stages of planning.
4. The provincial government must provide project grant funding for a dedicated project manager with capital development/redevelopment expertise.

Financing

5. The provincial government must strengthen the wording in the Construction Funding Subsidy (CFS) agreement to provide greater certainty for financial lenders to account for the revenue stream.
6. Infrastructure Ontario (IO) must develop criteria to facilitate favourable lending conditions for long-term care projects in line with provincial public policy objectives, including lending at 0% interest and/or making a portion of the loan forgivable.
7. When loan guarantees are required of municipal governments, Infrastructure Ontario (IO) must factor in the provincial revenue stream of the Construction Funding Subsidy (CFS) to reduce the size of the loan guarantee.
8. The provincial government must increase the amount of the provincial Construction Funding Subsidy (CFS) and provide a portion of the funding as an installment upfront.
9. The provincial government must call upon and work with the federal government to provide a dedicated and separate stream of infrastructure funds for long-term care capital projects in Ontario.

Lifecycle Funding

10. The provincial government must provide predictable streams of funding for ongoing capital repair and maintenance of homes.
11. The provincial government must increase the time to receive the Construction Funding Subsidy to 30 years to help manage debt load by extending the amortization period.

Rural and Remote Communities

12. The provincial government must keep the funding for the Elderly Capital Assistance Program (ELDCAP) in the system so that the small northern remote communities can meet the needs of their communities and continue to provide culturally appropriate/safe LTC care close to home.
13. The provincial government must increase the funding for construction-related costs for homes in remote northern communities to support increased construction costs.

Redevelopment Building Construction

14. The provincial government must expand and make capital funding available for a broader range of homes to redevelop and keep in a good state of capital repair.

Building System Capacity

15. The provincial government must provide funding for a Centre of Excellence to provide guidance and tools for development/redevelopment as well as other governance, management, and service delivery supports.

Municipal Home Applications

16. The provincial government must provide flexible timeframes in recognition of municipalities as an order of government respecting municipal budget and approvals processes.

Campuses of Care

17. The provincial government must facilitate the campus of care model in the application process.

Federal Funding

18. The provincial government must call upon and work with the federal government to provide a dedicated, separate stream of infrastructure funds for long-term care capital projects in Ontario.

Appendix: AMO Health Task Force

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

22. **Monika Turner**, Director of Policy, Association of Municipalities of Ontario (AMO)
23. **Michael Jacek**, Senior Advisor, Association of Municipalities of Ontario (AMO)