



## COUNTY COUNCIL

9:00 A.M., WEDNESDAY, MAY 27, 2020

### AGENDA

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1. Call to Order.
2. Moment of Silent Reflection.
3. National Anthem.
4. Roll Call.
5. Disclosure of Pecuniary Interest and General Nature Thereof.
6. Warden's Comments.
7. Delegations: Dr. Robert Cushman, Medical Officer of Health, Renfrew County and District Health Unit to overview the COVID-19 Pandemic.
8. Departmental Reports:

	Page
Administration	2
Development & Property Department	39
Human Resources Department	86
Finance Department	101
Public Works and Engineering Department	164
Emergency Services Department	195
Long-Term Care Department	275
Social Services Department	293
9. By-laws:
  - (a) By-law 73-20 - A By-Law to Amend By-Law 63-03 Human Resources Corporate Policies and Procedures for the County of Renfrew.
  - (b) By-law 74-20 - A By-Law to Authorize the Warden and the Clerk to Execute an Agreement for the Provision of General Contractor Services for the Renovation of the County Administration Building at 9 International Drive, Pembroke, Ontario.
10. Notice of Motions.
11. Members' Written Motions.
12. New Business.
13. Closed Meeting – to discuss personal matters about an identifiable individual, including employees.
14. Confirmatory By-law 75-20 A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the Meeting held on May 27, 2020.
15. Adjournment.

**NOTE:** Any submissions received from the public, either orally or in writing may become part of the public record/package.

May 27, 2020

To the Council of the Corporation  
Of the County of Renfrew

Administration Department Report  
Presented by Paul Moreau, Chief Administrative Officer/Clerk

Members of County Council:

## **INFORMATION**

### **1. Service Delivery Review**

The Service Delivery Review will identify opportunities to modernize and improve the efficiency and cost effectiveness of services over time. The goal is to position the County for sustained success moving forward as they consolidate their physical presence during the renovation project and to ensure the County is structured to deliver on the wants and needs of the community.

Aligned with the Province of Ontario's goals with Municipal Modernization Funding, identifying both local and regional efficiencies, all County services will be reviewed while exploring opportunities for both organizational and service delivery improvements. StrategyCorp will take into account the relationship with local municipalities when exploring and evaluating service modernization and improvement opportunities. In addition to current state services, attention will be paid to future demand for services, such as government relations and advocacy, which are council or organizational priorities but not currently an area of focus.

The project's overall intent is to conduct a comprehensive review of the County of Renfrew's municipal services and service levels, as well as its organizational design, with respect to all services. The review will focus on the following specific objectives:

1. Does the County really need to continue to be in this service/business?
2. What do citizens expect of the service, and what outcomes does Council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change best be managed, implemented and communicated?
11. Are there areas of overlap, duplication or waste that could be eliminated if the service was provided at either the County or local municipality? such as "back office" services, like IT, Human Resource, or procurement, can one municipality be the service-provider and others be the customers?

It is anticipated that Council and local CAO\Clerks will be contacted over the next two weeks.

## 2. Delegated Authority

The following chart indicates the agreements/contracts that were signed by the CAO and Warden under delegated authority.

Contract	Approval Authority	Comments
Staffing Report for two Employee Health Coordinator Assistants on a 2-month term basis.	CAO and Council	These positions would assist the Employee Health Coordinator in monitoring and tracking COVID-19 cases as they relate to Human Resources issues.
Capital Project – replacement of main kitchen dishwasher at Miramichi Lodge.	CAO	Approved in the 2020 budget.
Capital Project – expansion of the nurse call / phone system at Miramichi Lodge.	CAO	Approved in the 2020 budget.

## 3. City of Pembroke Resolution – Local Flexibility to Provincial Orders (COVID-19)

Attached as Appendix I is a resolution dated May 6, 2020 requesting that the City of Pembroke send a resolution to the Ontario Provincial Government that it is the City's belief that the local flexibility to provincial orders (COVID-19) be considered in order to properly address local needs and reopen some activities and reopen businesses in the City of Pembroke.

## 4. Photo Essay

The Crisis Communications Team has launched a series of 'photo essays' that help tell the stories of both the County of Renfrew and those of the residents of our county, in a photo and caption post to social media. The idea is to celebrate the resilience of not only our own staff but those of our community in photos and brief stories.

**RENFREW COUNTY CHRONICLES** ISSUE 01

**A picture says a thousand words, and can leave us speechless.**

Submission from County of Renfrew Paramedic Services

**RENFREW COUNTY CHRONICLES** ISSUE 02

**Reinventing precious moments**

Submission from Susan Mills of Arnprior

Creating meaningful moments with family in long-term care has brought out the creative side of us

**RENFREW COUNTY CHRONICLES** ISSUE 03

**Signs of change in the County**

Submission from Paramedic Services

Submit your photo and story to [communications@countyofrenfrew.on.ca](mailto:communications@countyofrenfrew.on.ca)

Please note that your submission will be reviewed by Media Relations and further shared by the County of Renfrew

Submit your photo and story to [communications@countyofrenfrew.on.ca](mailto:communications@countyofrenfrew.on.ca)

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5. Crisis Communications Plan

Following the development of the Crisis Communications Plan, the Crisis Communications Team is beginning to develop a 'framework' that will assist the Senior Leadership Team and Emergency Information Officer during the COVID-19 Pandemic, to identify the opportunities and gaps in communications that exist both prior to, during and post this Pandemic. The communications delivered during COVID-19 thus far have displayed that the goals laid out in the Corporate Communications Strategy that timely, accurate, effective, clear and coordinated communications are vital to successfully reaching all intended recipients. The framework once developed will demonstrate how best these gaps and opportunities can be enacted upon to create a sustainable communications process and templates that will provide the most effective levels of support to our residents, Council, local municipalities and staff on a continued basis. The Crisis Communications Team will present more details on the framework in future reports to County Council.

6. Supporting Renfrew County Virtual Assessment and Triage Centre and the Local Municipalities

The Crisis Communications Team in cooperation with the Renfrew County Virtual Triage and Assessment Centre (RC VTAC), and the County of Renfrew Public Works and Engineering Department have placed two electronic roadside signs with safety messages, and messages to inform the public about RC VTAC.

In addition, physical roadside mountable signs are being constructed. Once complete two signs will be available for each local municipality to use and post in their own community. The County of Renfrew will also post some of these signs on County Roadways.



7. Staff Newsletter

The Crisis Communications Team under the direction of the Senior Leadership Team launched a staff newsletter that focuses on the front-line staff who are continuing to deliver services during what is clearly "not business as usual" circumstances. The newsletter contains positive stories and staff features, community submitted photos and supports and resources for our staff to access during this trying time.

The Crisis Communications Team continues to lend support, advice and content assistance to the Employee Health Coordinator and the Joint Occupational Health and Safety Coordinator, regarding internal communications to staff members, and including the regular staff Bulletins.



## **RESOLUTIONS**

### **8. Continuity of Operations and Services**

**Recommendation:** That County Council approve the Interim Report to Council on the Continuity of Operations and Services and the recommendations contained within the report; AND FURTHER THAT this report be brought back to County Council for review at the September meeting.

#### **Background**

Attached as Appendix II is a report entitled “The Interim Report to Council on the Continuity of Operations and Services dated May 27, 2020” which outlines the services provided on a department-by-department basis and recommendations for the planned continuity of operations and services in response to COVID-19 while also addressing the requirements of the planned Service Delivery Improvement Project (SDIP).

### **9. Corporate Communications Strategy**

**Recommendation:** THAT County Council approve the Corporate Communications Strategy.

#### **Background**

The purpose of the Corporate Communications Strategy is to lead to the creation of a Corporate Communications initiative that will include style guides, training, and Standard Operating Procedures that will serve as a guide for all County of Renfrew Communications internally and externally. This strategy will build on existing relationships with our community through relevant and timely communications to support the county in delivering exceptional service to our residents. The Corporate Communications Strategy is attached as Appendix III.

This strategy identifies ambitious goals and objectives, some of which are beyond the current resource levels, but that need to be identified in order to ensure a comprehensive and effective approach to improving communications that have measurable results. In addition, the goals and objectives contained in this strategy are intended to strengthen and support the County of Renfrew Strategic Plan 2019-2022.

### **10. Paramedic Services Week**

#### **Recommendation:**

WHEREAS the County of Renfrew’s Paramedic Service provides life-saving public service to county residents and visitors 24 hours a day and seven days a week.

Throughout the year, County of Renfrew Paramedic Services’ employees provide world-class, emergency medical care to those in need.

County of Renfrew Paramedic Services Week recognizes the contributions our paramedic staff make to maintain a safe and healthy county for those who call 911 for help each day.

The County of Renfrew recognizes the contributions of organizations and groups in making our county a great place in which to live, work and play. The dedication and hard work of many enrich

the lives of the residents of the County of Renfrew daily and make it stronger, safer, vibrant and healthy.

NOW THEREFORE, I, Warden Debbie Robinson, on behalf of Renfrew County Council, do hereby proclaim May 24 – May 30, 2020 as “County of Renfrew Paramedic Services Week”.

#### Background

The theme for Paramedic Services Week 2020 is **Pandemic: Paramedics on the Front Line** and demonstrates the important role that paramedics play on the front lines of the healthcare system during a pandemic. During a global pandemic health emergency, paramedics play an integral role on the front lines of healthcare. Paramedics are often an early point of contact in the public arena.

Attached as Appendix IV is a declaration recognizing the dedication of paramedics enriching the lives of the residents of the County of Renfrew daily and making it stronger, safer, vibrant and healthy.

**CITY OF PEMBROKE**

1 Pembroke Street East  
Pembroke, Ontario  
K8A 3J5  
Tel. 613-735-6821

**Chief Administrative  
Officer & Human  
Resources**

Extension 1330  
Fax: 613-735-3660

**Finance**

Extension 1320  
Fax: 613-735-3660

**Fire**

Extension 1201  
Fax: 613-732-7673

**OPP Administration**  
613-732-3332

**Economic Development  
Culture, & Tourism**

Extension 1303  
Fax: 613-735-3660

**Operations**

Extension 1409  
Fax: 613-732-1421

**Planning, Building &  
By-Law Enforcement**

Extension 1304  
Fax: 613-735-3660

**Purchasing**

Extension 1409  
Fax: 613-732-1421

**Parks & Recreation**

Extension 1501  
Fax: 613-635-7709

**general email:**

[pembroke@pembroke.ca](mailto:pembroke@pembroke.ca)

[www.pembroke.ca](http://www.pembroke.ca)

May 6, 2020

Paul Moreau, CAO/Clerk  
County of Renfrew  
9 International Drive  
Pembroke, ON K8A 6W5

Via email: [pmoreau@countyofrenfrew.on.ca](mailto:pmoreau@countyofrenfrew.on.ca)

Dear Mr. Moreau:

Please be advised that Council of the Corporation of the City of Pembroke passed the following resolution at its meeting of May 5, 2020:

Resolution #013 (May 5, 2020)

Moved by Deputy Mayor Gervais  
Seconded by Councillor Ed Jacyno

**Whereas** the provincial government, under the Emergency Measures and Civic Protection Act, has the ability to declare an emergency in light of serious issues arising in the Province of Ontario and take corresponding action for the health and safety of residents;

**And Whereas** the Provincial government has rightly declared an emergency given the dire and potentially disastrous situation of Novel Coronavirus (COVID-19), a declaration that will be in effect until at least May 12, 2020 at which time it will be reassessed;

**And Whereas** the provincial government is able to deem certain services "essential" under the same legislation in order to ensure their continued, though maybe modified, opening and operation during an emergency and most other "non-essential" services stay curtailed or closed;

**And Whereas** essential services are the foundation for Ontario's way of life, socially and economically, such as grocery stores, pharmacies, public transit, major infrastructure development and many healthcare facilities;

**And Whereas** provincial orders are based on current experiences in large urban centres which may not reflect the health risks and realities of smaller municipalities such as the City of Pembroke which could benefit from more local flexibility to allow for more activities and businesses.

**Now Therefore Be It Resolved** that Council of the City of Pembroke send a resolution to the Ontario Provincial Government that it is the City's Council's belief that the local flexibility to provincial orders (COVID-19) be



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***general email:***  
**[pembroke@pembroke.ca](mailto:pembroke@pembroke.ca)**

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considered in order to properly address local needs and reopen some activities and reopen businesses in the City of Pembroke.

**And Further Be It Resolved** that a copy of this resolution be forwarded to Premier Doug Ford, the Honourable Christine Elliott, Minister of Health; MPP John Yakabuski, Association of Municipalities of Ontario, Renfrew County and District Health Unit, County of Renfrew, and Renfrew County Municipalities.

Should you have any questions regarding the foregoing, please do not hesitate to contact me.

Sincerely,

Terry Lapierre, CMO, CMMIII, Ec.D  
Chief Administrative Officer

TL/hm

# The Interim Report to Council on the Continuity of Operations and Services

Prepared for County Council

May 27, 2020

## **Introduction:**

This report examines the operations and services provided by the staff at the County of Renfrew on a department-by-department basis and provides recommendations for the planned continuity of operations and services in response to the ongoing COVID-19 Pandemic until September 2020. This report acknowledges that practices such as working from home and virtual Council meetings have been adopted, and are a big success and "return to work" will be more about redefining how we do things rather than a "return to normal". Reopening of the workplace will be a balance between the medical realities of COVID-19, ensuring the delivery of service for the residents of Renfrew County, putting in place measures to ensure positive economic outcomes and ensuring residents and staff remain safe.

The recommendations in this report have been developed in consultation with the Senior Leadership Team and a working group created to determine the best approach to the continued delivery of County Services, as we respond to the challenges associated with COVID-19.

While we are responding to the challenges associated with COVID-19, the County of Renfrew is also proposing to implement the Service Delivery Improvement Project (SDIP) at the County Administration Building. While COVID-19 has resulted in new challenges for this project, it has also created several opportunities on how this project can be delivered.

It is in the context of these challenges that the Senior Leadership Team is providing Council with this report and the following recommendations.

## **Governance:**

On March 19, 2020, Premier Ford announced new legislation, Bill 187, An Act to amend the Municipal Act, 2001, to assist municipal governments and local boards during the COVID-19 emergency. This legislation allows Emergency Virtual meetings when either the Province of Ontario or the municipality declares a State of Emergency.

On April 1, 2020, the County of Renfrew added a new Section 6.1 Emergency Electronic Meetings to the Procedural by-law that permitted the County to hold electronic meetings when a State of Emergency is declared either by the Province of Ontario or the County of Renfrew. As a result, in-person Committee and Council meetings have been cancelled. To date, two electronic meetings of Council have been successfully held. Anecdotally, we have received positive feedback from members of the community; many who would not be able to attend Council in-person have now been able to view the proceedings as they are live-streamed.

The Senior Leadership Team is proposing that given the ongoing challenge with COVID-19 and the implementation of the Service Delivery Improvement Project that Committee and Council meetings continue to be held electronically until September 2020, at which time staff will provide an update to Council. To achieve this, the County of Renfrew or the Province of Ontario will need to continue with the declared state of emergency or the Province would need to amend the *Municipal Act* allowing for electronic meetings outside of a declared emergency.

## **RECOMMENDATIONS:**

1. THAT the County of Renfrew maintain the declared state of emergency until September 2020.
2. THAT Committees of County Council be scheduled for the month of June to be held virtually.
3. THAT Committees and County Council continue to be held virtually from June 2020 to September 2020, as required.
4. THAT no Council meeting be held in July unless necessary for emergency purposes.

## **Finance and Administration:**

### **Finance:**

The Finance Department has ensured the continuity of all financial services through a combination of on-site and work from home staff schedules with the goal of providing the same quality of service that was delivered prior to COVID-19. The department is always staffed with some team members in the office and available during regular working hours to answer questions and provide service to other County departments. Staff continue to attend the office as needed, but on-site hours may also include evenings and weekends. Staff conduct virtual meetings weekly to maintain cross functional lines of communication in an effort to meet all performance standards for payroll, accounts payable, accounts receivable, reporting, banking and benefits administration. Reception duties for the County Administration building are the responsibility of the Finance Department and every effort has been made to ensure that this position is staffed and available to answer telephone enquiries during our regular office hours of 8:00 a.m. to 4:00 p.m. Our department is grateful for the remarkable efforts made by a variety of other Administrative Staff at the County Administration Building to assist us in providing this valuable service during the pandemic. Reception staff have also commented on a noticeable increase in call volume associated with access to the Renfrew County Virtual Triage & Assessment Centre.

### **Information Technology:**

IT Staff are still providing all the same service and support that was previously delivered before COVID-19 by using a variety of remote management tools, virtual private networks (VPN) and network/security monitoring. As a large portion of County staff have transitioned to working from home during the pandemic, so have IT staff through a combination of on-site and work from home schedules ensuring that there is at least one IT staff person on site during regular business hours. IT staff have been using remote management tools for many years so it has been fairly easy for the division to transition to a remote workforce. Staff are able to provide remote troubleshooting support to approximately 500 County computers by using our Desktop Central management suite, which even allows us connectivity to staff who are using County computers while working from home. IT staff are also continually monitoring the complex county network of servers and security applications to ensure our networks stay protected and safe. Server backup systems are monitored daily for completion and random file restores are performed weekly to ensure our data is fully recoverable if the need ever arises. VPN access is monitored in real time to alert IT staff if there are any attempted breaches to our secured file system and networks. Updates and revisions to the County website continue to be posted as quickly as possible to help keep our residents informed with the latest news and alerts being issued by the County. County staff



are able to request IT support by either emailing the IT helpdesk or by calling the helpdesk hotline which all IT staff can respond to no matter if they are working from home or from the office. IT staff are still providing onsite support to the various county offices in situations where remote management is not feasible and are following all health protocols for entering those facilities.

### **Provincial Offences:**

The Ontario Court of Justice will not be returning to full operations on May 29, 2020 as originally announced. No trials or preliminary inquiries will be conducted until July 6, 2020 at the earliest. This applies to criminal, family and *Provincial Offences Act* matters. The Court is working to adopt technology that will increase participants' ability to access the Court's services using remote means, such as by the electronic filing of court materials, remote scheduling processes, and remote hearings. The Ministry of the Attorney General is working on guidelines regarding a framework for re-opening provincial courts and this process will be reviewed to assess how the guidelines can be adapted to *Provincial Offences Act*. All matters originally scheduled for Monday, March 16, 2020 through to, and including Friday, May 29, 2020 have been adjourned, and will be rescheduled to a later date.

The Government of Ontario has suspended all timelines established by any statute, regulation, rule or by-law retroactive to Monday, March 16, 2020. No enforcement activities are released for licence suspensions, no Early Resolution or trials are scheduled for court, and the Justice of the Peace will not review nor register a conviction for matters that failed to respond after 45 days. However, urgent POA matters such as search warrants, extensions of time to pay where the fine is in default (licence suspension) and reopening where the fine is in default, are all sent to the Criminal Court to the Intake Justice of the Peace for review and decision.

The POA Manager participates in weekly teleconferences with the Ministry of Attorney General, Assistant Chief Justice and the Ontario Court of Justice to keep updated.

Although the POA office is closed to the public, staff are working on-site during regular working hours and are continuing to:

- Process daily payments received by mail, telephone and payfines;
- Respond to inquiries received by mail, telephone or email;
- Review old tickets that may qualify under the County of Renfrew write off policy, write-off of fines as applicable, and address search for new final notices;
- Accept and review new tickets filed by enforcement agencies; and
- Key tickets into Court Administration Manager System (CAMS) and interface with ICON.

### **Crisis Communications Team:**

Under the direction of the Emergency Operations Centre (EOC) and the Senior Leadership Team, a Crisis Communications Team (CCT) was set up, comprised of Jackie Stott, Information and Research Coordinator, Economic Development; Lainy Boldt-Johnson, Funding Coordinator, Long-Term Care Homes; Kerry Lynn McGrath, Paramedic Communications; Roger Goldberg, IT Technician/Webmaster; Sie Gal graphic design contractor; and lead by Michael Barber, Media Relations/Grants Coordinator/ Emergency Information Officer.

The purpose of this CCT is to ensure the continued flow of emergency communications and normal communications services to both internal and external clients as identified in the Draft Corporate Communications Strategy presented in March 2020. The CCT has provided the necessary capacity to deliver communications effectively, both to internal clients (council, staff) and external clients (community, media, local municipalities), while maintaining and following the goals and principles as identified in both the Strategic Plan and the Communications Strategy.

The Crisis Communications Team have all been working from home and meeting virtually during COVID-19.

### **RECOMMENDATIONS:**

5. THAT the County of Renfrew follow the direction of the office of the Ministry of the Attorney General, preparing a plan to open the Provincial Offences Offices when directed.
6. THAT the Finance, Information Technology, Provincial Offences and Administration Staff continue to work from home, the County Administration Building or the Provincial Offences Administration Office on a rotational basis to ensure staff are always present in the office to meet the requirements of the department throughout the duration of the County of Renfrew's emergency declaration, or until such time as the Province of Ontario provides direction.

### **Human Resources:**

#### **COVID-19 - Six-Point Plan**

County Council should be aware that the County of Renfrew Senior Leadership Team has adopted a six-point plan as it relates to managing a number of the workplace risks related to COVID-19:

1. Prepare the Building;
2. Prepare the Workforce;
3. Control Access;
4. Create a Social Distancing Plan;
5. Reduce Touch Points and Increase Cleaning; and
6. Communicate for Confidence.

We are utilizing a template provided by the Real Estate Legal Firm Cushman & Wakefield. The Director of Human Resources has also shared this formal work plan along with a 34 page legal guidance document to all local municipalities to assist them with COVID-19.

The Director of Human Resources continues to provide the local municipalities with current legal opinions and guidelines related to COVID-19, and is available for teleconference and virtual meetings.

### **RECOMMENDATION:**

7. THAT staff in the Human Resources Department continue to rotate from working in the office and from home to ensure staff are always present in the office to meet the requirements of the department throughout the duration of the County of Renfrew's emergency declaration, or until such time as the Province of Ontario provides direction.

## **Social Services Department:**

The Social Services offices have been closed to the public since the County of Renfrew declared a state of emergency on March 16, 2020 due to COVID-19. Since that time, staff have been working in-office and from home delivering a wide range of services. Staff working from home have been outfitted with technology to access all database programs that allows them to provide all the required services including communicating directly to residents. In all three programs, service demands and service provisions have increased due to COVID-19 and all needs are being met in a timely manner. There has been an enhancement to services delivered by all offices and this has been managed effectively through the current model of working from home and in the office. To date, there have been no service complaints from the public. Staff remain informed of all information and receive support through daily Zoom meetings with management and staff.

## **Renfrew County Housing Corporation:**

Maintenance and custodial staff continue to provide on-site services to all RCHC buildings. This includes emergency repairs and maintenance, unit preparation for new tenants and cleaning of the buildings. External cleaning contracts have been employed for enhanced weekend sanitization for all buildings due to the required increase in cleaning. Staff have been provided with safety equipment and supplies to ensure that they remain safe at all times.

Administration staff continue to provide over the phone and email services to applicants and tenants to ensure that applications for rent-geared-to-income (RGI) housing are received and other programs are maintained. Rent continues to be paid through online and direct deposit methods. Vacancies in housing units continue to be processed and filled. Additional services have been provided through a reach-out program to all tenants by phone call to ensure that all tenants have the supports that they need. Staff create newsletters and communications for tenants on relevant information and these are delivered to each tenant unit by maintenance/custodial staff. In addition, administration staff are holding weekly Zoom meetings with the non-profit housing providers to keep them informed and engaged during this pandemic.

Capital programs are continuing, although it is expected that due to COVID-19 and the slow down in all construction there will be a reduction in available contractors and some of the planned work may be deferred due to insufficient time or available contractors. Staff are working closely with the local contractors to be in queue for projects.

## **Ontario Works Division:**

Staff in Ontario Works are working from home and in-office. During the COVID-19 pandemic, staff at the Pembroke Ontario Works office had to move to a new office location. This move was achieved while maintaining social distancing and no disruption to service. Staff are working in all offices to ensure that all calls are answered, payments are issued and all clients' needs are being met. When needed, meetings with clients are taking place in person using all safety measures. These meetings are infrequent, but do occur and have been appreciated by the clients. There has been an increase in client needs due to

COVID-19, which staff have been able to manage through the support from the Child Care division. The Ministry of Children, Community and Social Services (MCCSS) has made changes to program delivery due to COVID-19 to reduce the pressure on clients and staff. MCCSS has suspended the requirement for clients to attend in-office for service and verification requirements have been modified to on-line methods. The Enhanced Verification Process (EVP) and file updates are suspended at this time. Staff continue to provide employment support to clients via the phone and email to keep them connected to employment and training opportunities. Ontario Works has been able to reach many clients who had difficulty with service previously due to transportation challenges, by issuing them cell phones and connecting them to technology resources to keep them not only connected to the Ontario Works staff, but also to other service providers. In areas where cell phone service is limited, staff are able to mail out information to clients and connect them to other service providers. Staff have seen a significant increase in collaboration amongst other service providers to ensure that vulnerable and isolated residents are receiving important services.

#### **Childcare Services Division:**

Since the closure on March 17, 2020 of all licensed childcare facilities – except licensed Emergency Childcare, staff at the Child Care offices have been working in office and from home. Some of the Child Care staff have been deployed to assist with Ontario Works and Emergency Services. Staff continue to provide support to parents and licensed Childcare operators through regular online meetings. Child Care staff have worked closely with the 2 licensed operators who opened their facility under the Emergency Child Care provisions. They continue to work and assist other licensed operators who are contemplating opening their centres under the Emergency Childcare provisions. Additionally, staff are holding regular meetings with the EarlyON providers to help them with activities to support parents during this pandemic. Staff are creating newsletters and other communication tools to assist families and childcare operators during this time.

#### **RECOMMENDATION:**

8. THAT all Social Services offices remain closed to the public throughout the duration of the County of Renfrew's emergency declaration, or until such time as the Province of Ontario provides direction; AND FURTHER THAT staff continue to provide services both remotely and through arranged in-person meetings.

#### **Public Works and Engineering Department:**

##### **Department Administration:**

The Public Works & Engineering Department has been able to work at full capacity. Through technology, staff are able to complete much of the administrative work offsite (work at home). Staff still need to visit the County Administration Building for completion and submission of paperwork (i.e. accounts payable, process payments, timekeeping). Administrative staff have also been scheduled to work in the administration building to address some issues like tender openings that cannot be done off site.

It is proposed that staff continue to work off site and in the office until the completion of the Service Delivery Improvement Project. Staff will continue to participate in meetings with each other, as a group, clients and contractors using technology and when necessary in person using all protocols set in place by the Government of Ontario.

#### **Capital Programs Division:**

Capital Programs are continuing as planned and as budgeted for. Staff are performing quality assurance and quality control of all bridge/culvert and road projects. Much of this work is completed offsite. Staff visit the County Administration Building for the submission of paperwork (i.e. signatures, progress payments, etc.). It is anticipated that the majority of this work will continue off site as the construction season continues in the County of Renfrew.

#### **Maintenance Division:**

All patrols are working at 100%. All maintenance projects (i.e. street sweeping, line painting, guardrail and pothole repair) are proceeding as planned.

The Day-Labour crews are at full capacity completing all in-house projects as assigned (i.e. culvert replacements large and small) in a variety of areas within the county.

#### **RECOMMENDATION:**

9. THAT the Public Works and Engineering Department continue to function remotely under the current pandemic.

#### **Development and Property Department:**

##### **Economic Development / Ottawa Valley Tourism / ERC:**

Staff has the technical ability to work remotely for as long as required, as we have ensured over the past few years that all staff are equipped with laptop computers. Part of their regular duties include meeting with clients – potential investors, municipal partners, entrepreneurs, etc. – and this can still occur regardless of their workspaces. Staff have established requirements for meetings outside of remote offices (video calls, one-on-one meetings in a mutual setting (conditional upon Provincial opening orders – coffee bars, restaurants, for example), or at the client's place of business. This outreach is proving to be very effective thus far and we anticipate it working well moving forward.

##### **Planning Division:**

The Planning division has historically seen the majority of public interaction in our department. We have successfully been able to continue to engage and serve clients from remote locations while keeping administrative staff on site to access files, printing capabilities, manage the file dropbox, and other pertinent items. Requirements for meeting with clients and local municipalities has been done on a virtual basis. Moving forward, throughout the period of reconstruction, arrangements have been made at other

County locations to accommodate face-to-face meetings with clients who are unable to access our staff on a virtual basis.

There is new legislation that acknowledges the difficulties for physically signing documents (a stamp from our Commissioner of Oaths). On occasion, plans of subdivision and related documents will need to be signed by the Manager of Planning. For those instances, arrangements will be made at a designated safe, County of Renfrew location.

All staff have been relocated, with the essential IT requirements to work remotely. For many, repeated moves are not feasible as they are operating off of desktop computers, not laptops.

**Forestry/GIS/Trails:** Staff are working remotely as need dictates. Staff in GIS are working remotely and will continue to do so. Forestry staff are generally in the field and can operate remotely on days when not at our active operations or at preparation sites. Trail development continues, and staff are required to be onsite during this period.

**Property Division:** Staff have been, and will continue to be, on site to maintain the buildings and ensure cleanliness and respond to service requests. As project managers for the Service Delivery Improvement Project (SDIP), staff will be on site on a continuous (possibly rotational) basis. They have the ability to work remotely if required. At this time, one staff member is also seconded to RCHC and can split her time appropriately.

**SDIP Project (County Admin Building Renovation):**

The renovation project will be very disruptive to the operation of the corporation given the required Ministry of Labour, Training and Skills Development guidelines. Additionally, the contractors will be operating within very strict health and safety guidelines and are requesting that, if at all possible, minimal staff be engaged in co-mingling with their staff.

Overall – we are trying to limit the requirement for “swing space” within our building for displaced staff during this period.

**RECOMMENDATION:**

10. THAT the County Administration Building remain closed to the public throughout the duration of the County of Renfrew’s emergency declaration, or until such time as the Province of Ontario provides direction, and until such time as workspaces that are being redesigned and renovated in the first phase(s) of the SDIP project; AND THAT on-site staff be limited to those that are essential to the daily operation of the building, corporation and/or as required and as approved by the departmental director in consultation with the Chief Administrative Officer; AND FURTHER THAT the facilities (Child Care) at 545 Pembroke Street be utilized as a temporary reception location should staff be required to meet with members of the public.

### **Long Term Care Department:**

Resident care and services have continued to be provided by staff and management since the pandemic was declared.

The Long-Term Care Homes continue to follow the directives of the Ministry of Health, Ministry of Long-Term Care, Public Health Ontario, Ontario Health and the Renfrew County and District Health Unit, Medical Officer of Health that have been put in place and are anticipated to continue for sometime. In addition to these measures, the County of Renfrew has also put in place measures that will restrict community admission to Miramichi Lodge and Bonnechere Manor. This action is necessary for two key reasons to give our residents the best chance of not becoming COVID-positive:

- To prevent a vector from entering our Homes; and
- To build physical capacity to cohort suspect residents with cohorted staff.

### **RECOMMENDATION:**

11. THAT the County of Renfrew continue to put all necessary measures in place including restricting community admissions to protect the residents and staff from COVID-19.

### **Emergency Services:**

The Emergency Services Department is working to full capacity. Ninety-eight percent of Paramedic Staff are available for front-line work. Administrative staff and some command staff are working remotely at full capacity.

Command spaces have been made available at both Renfrew County Place and the County of Renfrew Administration Building. As a result, staff have the ability to work remotely, as well as access these facilities for any operational requirements. The Department is grateful to both the Public Works and Social Services Departments for the secondment of staff members to assist with Operations & Logistics support, Community Paramedic Response Unit and Sierra Team portfolios for the length of the COVID-19 response.

The Department will be accommodating the Service Delivery Improvement Program (SDIP) renovations by relocating to Renfrew County Place and Social Services at Arnprior, in early June and are taking steps to ensure as smooth a transition as possible.

Administrative staff will continue to work remotely whenever possible.

The Paramedic Service continuously refines the COVID-19 response process to better serve the community while maintaining safety of both the public and paramedic staff. While access to Medical Grade Personal Protective Equipment remains a concern, several steps have been taken to ensure existing stock is used to maximum capacity through determining the correct circumstances for use, fit testing with expired stock and collecting and sanitizing used equipment whenever possible.



**RECOMMENDATION:**

12. THAT Emergency Services continues to support the response to COVID-19; AND FURTHER THAT these efforts are done utilizing staff either working from home or at alternate locations throughout the duration of the County of Renfrew's emergency declaration, or until such time as the Province of Ontario provides direction.

# COUNTY OF RENFREW COMMUNICATIONS STRATEGY

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[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

## 2020-2022

CONTENTS

INTRODUCTION.....3

BACKGROUND.....4

GOALS AND STRATEGIC PLAN ALIGNMENT .....5

GOAL #1 - Create effective channels of communication .....6

GOAL #2 – Clear, coordinated, and frequent messaging ..... 7-8

GOAL #3 –Timely and accurate communications .....9

TIMELINES.....10

OPPORTUNITIES.....10

INITIATIVES AND REPORTING.....11

CONCLUSION .....12

ADDENDUM..... 13-16

CONTACT .....17

This plan was prepared in consultation with County of Renfrew County Council, County of Renfrew staff, Senior Leadership, and incorporated feedback from the residents of Renfrew County during the Official Plan open houses, Algonquin Trail open houses, and 2017-2019 flood delegations. It also incorporates strategies identified in other municipal communications and engagement plans including the County of Northumberland, City of Guelph Communications Plan, City of Oshawa Communications Strategy (2018), City of Prince Albert Communications Master Plan (2017), Town of Devon Communication Plan (2015), Ontario Communications Plan (2010), and Elements of a Strategic Communications Plan Queen’s University.

## INTRODUCTION

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This strategy was created under the direction of the Chief Administrative Officer and with significant input by, County Council, staff, Senior Leadership Team, residents, and peer consultations. The purpose of this strategy is to lead to the creation of a Corporate Communications initiative that will include; style guides; training; and Standard Operating Procedures that will serve as a guide for all County of Renfrew Communications internally and externally.

This strategy will build on existing relationships with our community through relevant and timely communications to support the county in delivering exceptional service to our residents.

This strategy identifies ambitious goals and objectives, some of which are beyond the current resource levels, but that need to be identified in order to ensure a comprehensive and effective approach to improving communications that have measurable results. In addition, the Goals and Objectives contained in this strategy intend to strengthen and support the County of Renfrew Strategic Plan 2019-2022.

The intention is not to attempt to achieve everything all at once, but instead to identify the current and short-term goals and objectives that will help to achieve specific outcomes that will improve and develop effective communications both internally and externally. This document will be reviewed annually to ensure objectives are being achieved and updated to reflect changing needs of both the County of Renfrew and our community.

Michael Barber,  
Media Relations/Grants Coordinator, County of Renfrew.

## BACKGROUND

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In the last several years, the County of Renfrew has made considerable progress in expanding the methods it uses to communicate both internally (i.e. Council and staff) and externally (i.e. public, media).

- Email distributions lists,
- Increased social media,
- Increased media events, and interviews,
- Radio and newspaper advertising,
- Improved website content and navigation,
- Municipal 511,
- Increased frequency of media releases,
- Public information sessions,
- Videos for training and information.

All these approaches have increased the way the County touches our community through communications.

Important progress has been made by many departments at the County, yet there is an urgent need for more alignment, training and guidance when it comes to how communication happens. The goals and objectives reflected in this strategy are the result of a review of discussions with elected officials, senior leadership, employees, the broader community and Renfrew County, and best practices of other municipalities. This strategy attempts to reflect on what has been working in communications to date, what has not and sets clear and measurable goals and objectives that will help the County to communicate more effectively with County Council, residents, staff and stakeholders.

### Note:

**\*Internal Clients include:** Elected Officials, Senior Leadership Team, staff, and contractors.

**\*External Clients include:** general public/ratepayers; Local municipalities (Council and staff); external agencies (Health Unit, United Way); additional municipalities (other Counties, City of Pembroke, Algonquins of Pikwakanagan); Media; Senior Governments; Tourists/ Visitors.



## GOALS

The County of Renfrew Communications Strategy is designed to align whenever possible to directly support the priorities of the County of Renfrew Strategic Plan.

### Goals of the County of Renfrew Communications Strategy are:

1. Effective channels of communication;
2. Clear, coordinated, and frequent messaging;
3. Timely and accurate communications.

### Priorities of the County of Renfrew Strategic Plan are:

1. Strong engagement at the provincial and federal level;
2. Fiscal sustainability;
3. Service delivery review;
4. Technology acceleration.

## STRATEGY AT A GLANCE (2019 - 2022)



### Vision

The County of Renfrew is recognized as a model rural community balancing fiscal responsibility and the delivery of services and infrastructure that meet community needs. We have earned this reputation by:

- 1) Having a strong voice with Federal & Provincial Government on shared investments;
- 2) Embracing technology that supports our residents and positions us as a leader in broadband connectivity;
- 3) Managing our fiscal picture through sustainable asset management;
- 4) Identifying efficiencies that allow the county to improve service delivery while meeting the service level expectations of our residents;
- 5) Enhancing the four pillars of economic development leading to improved quality of life;
- 6) Working effectively with local municipalities.

**Mission:** To deliver high quality services to the residents of the County of Renfrew in an efficient and cost effective manner

Priority  
1

#### Strong Engagement & Relations With Provincial and Federal Government

- Goal:** To inform the Provincial & Federal governments on our unique needs so that we get our "fair share".
- 1) Create a strategic communications plan
  - 2) Identify and advocate for issues important to the County of Renfrew

Priority  
3

#### Service Delivery Review

- Goal:** Find cost savings that demonstrate our leadership while still meeting community needs.
- 1) Complete community needs assessment
  - 2) Implementation plan to optimize service delivery



Priority  
2

#### Fiscal Sustainability

- Goal:** Ensure ongoing financial viability while balancing adequate service delivery.
- 1) Commitment from Council supporting principles within the Long Term Financial Plan
  - 2) Establish Contingency plan to respond to provincial financial pressures & opportunities beyond the Long Term Financial Plan

Priority  
4

#### Technology Acceleration

- Goal:** Position County of Renfrew to ensure our residents benefit from advances in technology and our citizens and staff have fair, affordable and reasonable access to technology
- 1) County of Renfrew is top of the list for Eastern Ontario Regional Network funding for broadband & cell
  - 2) Lobby for secure broadband for our first responders & government
  - 3) County of Renfrew technology strategy in place



County of Renfrew Strategic Plan

## Goal #1- Create Effective Channels of Communication

The County of Renfrew is a large and complex organization with several departments, divisions, and work sites. As such, historically many different channels and styles of communication have developed independently of one another.

Intent: Create effective ways to engage and communicate with both internal and external clients.

### Objectives:

- In the coming months an evaluation and inventory of existing communication channels will be collected and assessed upon how and when they are used, and their effectiveness. Gaps and opportunities for growth will be identified and actioned accordingly.
- Policies already in effect at the County of Renfrew that relate to communications/media will also be identified, evaluated and refreshed as needed.
- Standard operating procedures, training, and guidelines including a style guide will be developed to assist all departmental and divisional staff in how to coordinate, and deliver effective communications to both internal and external clients, both at the department/division level and in coordination with corporate wide priority messaging.
- Maintaining effective existing channels of communication (social media, website, traditional media advertising, media releases, etc.) will remain important to getting the county's message out. However, the trend for mobile access and new emerging digital options as sources of information cannot be ignored. These technologies will be examined and possibly adopted to ensure our "touch points" with all clients remain effective and relevant.
- Explore an effective way to provide human support to increase capability to communicate with internal and external clients. A support person(s) that can be focused upon social and digital media communications would create exponential reach of the county's messages.

This goal will support Priority #4 of the Strategic Plan by exploring ways to accelerate technology. Further this goal supports Priority #3 (Service Delivery Review) of the Strategic Plan by looking at ways to efficiently increase human support to communication efforts leading to more frequent and consistent messages to clients.



## Goal#2- Clear, Coordinated, and Frequent Messaging

Not effectively communicating the “why” behind a decision often leads to frustration, and negative criticism. The need to consult or engage is increasingly important in a world where ratepayers are highly attuned to change. In addition, engaging with senior governments at the provincial and federal level needs to remain a priority to ensure the County continues to receive the funding and input that affect service delivery.

The role of communications inside a municipal government or any other organization in general terms is to find the most effective methods to inform the public. One method that has proven results is public engagement. This method of communication goes beyond just sending out messages through advertising or the traditional or social media platforms. Engagement is about actively reaching out to the public using a wide array of “touch points” to encourage feedback so that it can be incorporated into recommendations to council by staff and ultimately improve the decision making process by council. It is important to understand that engagement is not about finding complete consensus within a group. It is about gathering feedback, ideas, opinions and perspectives so that staff and council can form recommendations and decisions that best reflect the needs of our community.

The County of Renfrew has seen success with some decisions in the past where an engagement approach was taken. The seven community sessions conducted by the Planning Division regarding the Planning Act (Official Amendment #25) and the several sessions where the public was invited to discuss the Algonquin Trail, are examples of how the County of Renfrew has successfully used engagement to focus on the “Why” behind decisions.

Also, County Council has been very active and successful in engaging the senior governments with frequent form letters, resolutions, delegations, position papers, and by participating as an active member in organizations such as the Association of Municipalities Ontario, the Eastern Ontario Wardens’ Caucus, Rural Ontario Municipal Association and the Federation of Canadian Municipalities. In addition, several members of County Council often directly engage both local and national media in interviews to express the County’s position on issues. This approach has also provided an opportunity to express the local impacts of senior government policy with respect to the “why” of County Council’s decision process.

Intent: Maintain a focus on the “why” of service, delivery, policy and decisions of the County of Renfrew in a clear, coordinated and frequent manner.

Objectives:

- Expand the use of social media, website and technology to engage the public. This may include the use of Instagram, online surveys, feedback forms, plebiscites, SOMUM Inc. communication tools, and Municipal 511.
- Identify new opportunities for public engagement that use the best touch points to reach the public including online engagement platforms like “Bang the Table”.
- Equip approved employees with tools and guidelines for pursuing social media. For example, best practices, dos and don’ts, guidelines for sharing information, etc.
- Create policy/issue specific communication documents and talking points for elected officials that give them concise information to best engage senior governments. These documents should include press releases, social media, Walk and Talk documents (one-pagers), policy briefs, position papers and ministerial letters.

This goal directly supports the Strategic Plan Priority #1, Strong engagement at the provincial and federal level, and #2, Fiscal sustainability, by continuing to engage senior governments on funding/policies and by utilizing public engagement to make more informed decisions that impact budgets. In addition, adoption of additional web based communications software/applications supports Strategic Priority #4 (Technology Acceleration).

### Goal # 3-Timely and Accurate Communications

The County of Renfrew often spends a significant amount of time explaining itself after actions have already been taken rather than in advance. This approach can frustrate both residents and council by creating a “push back” by constituents and interest groups. This has a direct affect on the credibility of the organization and it causes reactive communications in response to assuage negative impacts in the community and the media.

Frequent Federal and Provincial Government policy changes like the Ontario Health Teams, the Algonquin Trail, the Municipal Accommodation Tax, the Provincial Policy Statement, and the start of a major and disruptive infrastructure project (i.e. SDIP-Service Delivery Improvement Project) are all examples of issues that have a direct impact on residents, staff, elected and service delivery as a whole. It is with these issues that proactive communication becomes vitally important, but this can only be successful if the entire organization participates in the communication process.

Intent: Make certain all communications are timely, accurate and ensure the County stays out ahead of key issues.

#### Objectives:

- Identify potentially sensitive issues in advance, and have these conversations with leadership, and County Council.
- Encourage staff to provide insights into our community, and the channels or ‘touch points’ that can best be utilized to communicate the issue and the ‘Why’ of the decision and/or policy; especially for large initiatives like SDIP and Butterfly Approach.
- Ensure that both internal and external clients receive a concise and consistent message, while creating empowered, informed staff, that “row in the same direction” with agreed upon messaging approved by leadership and council when required.

This team approach, when flowed through effective communication channels, makes significant impact to both communications with upper level governments, and our residents. This goal will support Priority #1 of the Strategic Plan by positioning the County of Renfrew to engage senior governments effectively through a communications plan. This goal will also support Priority #4 of the Strategic Plan by leading in connectivity initiatives that will allow the utilization of new technologies like SOMUM Inc. citizen engagement tools, and social media to align and target corporate messaging to both internal and external clients.

## TIMELINES

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It is expected that progress will be made in all areas of this plan; as such regular reporting to the Finance and Administration Committee will be provided on an ongoing basis. Communications staff will also deliver an in-depth report to County Council annually to identify what projects have been completed and what is targeted for future goals. Timelines for each of the three goals and their initiatives can be found in the addendum section of this document.

## OPPORTUNITIES

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The financial goal of this plan is to provide communication services in the most cost effective manner possible (Strategic Plan Priority #2-Fiscal Sustainability). The primary opportunities for this are in the areas of technology adoption (Strategic Plan Priority #4-Technology Acceleration), advertising and printing. The County of Renfrew should be looking at and adopting community engagement technology, and in addition the county is legally required to advertise public notices through a newspaper. As part of Service Delivery Review (Strategic Priority #3) communication investments (software, advertising bulk buys) cost savings can be found ensuring a more favourable rate is achieved. Investment in additional resources and human support increases the capability to better engage senior governments with the County's messaging, in an effective and timely manner (Strategic Plan Priority #1). Investment in communications is key to the efficient delivery of the outcomes of this strategy, and its support of the Corporate Strategic Plan.

Some of the most ambitious opportunities in this communication strategy are non-financial in nature. If the County of Renfrew were to be successful in achieving the goals identified in this plan, it is reasonable to expect that; staff and council will be better informed and better equipped to handle questions from the public; there will be less frustration in the community if they see that concerns are being considered and addressed; and there will be more confidence in the organization from both the public and employees.

Of course, success will be dependent on the willingness of employees to participate in the communications process, continued leadership from the Senior Leadership Team and direction and support from County Council about the importance of efficient and effective communications. In addition, a continual evaluation of the technology and methods we are using to communicate, combined with measurable indicators, and regular reporting will provide the desired outcomes listed in this strategy.

## INITIATIVES AND REPORTING

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These initiatives are provided to ensure that communications staff have clear and measurable deliverables to report upon and measure success of this strategy.

### Effective Channels of Communication

**Goal #1:** Create effective ways to communicate with both internal & external clients.

**Initiatives:**

- Inventory and evaluate existing communication channels at the County;
- Explore new technology to increase public and senior government engagement;
- Explore investment in communication to increase engagement with clients.

### Clear, Coordinated & Frequent Messaging

**Goal #2 –** Maintain a focus on the “why” of service, delivery, policy and decisions of the County of Renfrew in a clear, coordinated and frequent manner.

**Initiatives:**

- Expand the use of social media, and engagement technologies, promote new website;
- Create consistent, timely documents for elected and the Senior Leadership Team for effective government and public engagement;
- Create a style guide for printed and online materials.

### Timely and Accurate Communications

**Goal #3 –** Make certain all communications are timely, accurate and ensure the County stays out ahead of key issues.

**Initiatives:**

- Stay out ahead of emerging issues;
- Provide effective communications regarding initiatives such as SDIP, Butterfly Approach;
- Increase alignment of corporate wide messages to both internal and external clients.

## CONCLUSION

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The County of Renfrew as an organization has a responsibility to communicate in a transparent and effective method with the public. In addition, as noted in the 2019-2022 Strategic Plan, it is incumbent upon the organization to have a strong and engaged voice when it comes to communicating directly with senior governments and the public. The information the County of Renfrew wishes to communicate needs to be relevant, accessible, timely and accurate in nature.

This communications strategy identifies many activities that can be undertaken to achieve communication goals that are important to the overall effectiveness of the organization. In order to be successful in these goals, it will be important that County Council, the Senior Leadership Team, and all staff continue to support and expand their use of communications. Effective and efficient communication is the responsibility of the entire organization which starts with a council and leadership team that supports the important role of communications and has each employee taking a role in the process. Good communication is not possible without employees that participate in the information sharing process and make it a priority in their own workday. They too are the ambassadors of the organization, and an informed and engaged employee makes a good ambassador.

The role of communications staff at the county is therefore, to assist all departments with their communication efforts by helping them to identify what their communication objectives are and by providing advice, support and guidance to ensure successful outcomes. It will also continue to be very important for communications staff to evaluate the tools being used to communicate internally and externally so time is not wasted on communication activities that are not having an impact. Creating alignment across departments and divisions in terms of messaging is important, and also works to support the priorities of the Strategic Plan.

This strategy identifies ambitious goals and initiatives, some of which will require investment but nonetheless must be identified in order to ensure a comprehensive and effective approach to improving communications that have measurable results, and that support the priorities of the Strategic Plan.



# ADDENDUM





## Goal #1 –Effective Channels of Communication

This goal will support Priority# 4 of the Strategic Plan by exploring ways to accelerate technology. Further this goal supports Priority #3 (Service Delivery Review) of the Strategic Plan by looking at ways to efficiently increase human support to communication efforts leading to more frequent and consistent messages to clients.

INITIATIVE		LEAD	TARGET COMPLETION 2020				TARGET COMPLETION 2021				2022	Measurement	Status	Budget
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
1.1	Inventory and evaluate existing communication channels at the County	Chief Administrative Officer/ Media Relations/ Senior Leadership Team			X							<ul style="list-style-type: none"> <li>Completion of inventory via meetings with Directors and staff</li> <li>Approval of any policy changes by committees and council.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, some channels reviewed</li> </ul>	\$0
1.2	Explore new technology to increase public and senior government engagement	Chief Administrative Officer/ Media Relations/ Senior Leadership Team										<ul style="list-style-type: none"> <li>Adoption of new technologies</li> <li>Increased public engagement</li> </ul>	<ul style="list-style-type: none"> <li>Initiated</li> </ul>	\$TBD*1
1.3	Explore investment in communication to increase engagement with clients	Chief Administrative Officer/ Media Relations/ Senior Leadership Team					X					<ul style="list-style-type: none"> <li>Approval of support communications personnel(current staff or new)</li> <li>Increased engagements (posts) reports to committee, council</li> <li>Provide staff training and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Planning stage</li> </ul>	\$TBD*2

\*1 Costs may be incurred for purchase of new software. As per portion of budget approved in Strategic Plan (\$25,000).

\*2 Cost dependent upon hiring or allocation of existing staff and related duties.

## Goal#2- Clear, Coordinated, and Frequent Messaging

This goal supports the Strategic Plan Priorities#1, Strong engagement at the provincial and federal level, and #2, Fiscal sustainability, by continuing to engage senior governments on funding/policies and by utilizing public engagement to make more informed decisions that impact budgets.

INITIATIVE		LEAD	TARGET COMPLETION 2020				TARGET COMPLETION 2021				2022	Measurement	Status	Budget
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
2.1	Expand the use of social media, and engagement technologies, promote new website	Chief Administrative Officer/ Director of Finance/ Senior Leadership Team/ Media Relations	X					X				<ul style="list-style-type: none"> <li>Launch of new corporate website</li> <li>More frequent Social media posts and engagements</li> </ul>	<ul style="list-style-type: none"> <li>New website launched, promotion beginning Q1 2020</li> <li>Expansion of social media to follow</li> </ul>	\$0
2.2	Create consistent, timely documents for elected and SLT for effective government and public engagement	Chief Administrative Officer/Senior Leadership Team/Media Relations										<ul style="list-style-type: none"> <li>Adoption of position papers and handouts by council as developed.</li> <li>Explore shared services with Local Municipalities on community engagement tools</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	\$TBD *1
2.3	Create a style guide for printed and online materials	Chief Administrative Officer/Senior Leadership Team/Media Relations				X						<ul style="list-style-type: none"> <li>Approval of style guide by County Council/SLT</li> </ul>	<ul style="list-style-type: none"> <li>Planning stage</li> </ul>	\$0

\*1 May incur costs if consultants are contracted, or if public engagement tools are approved. As per portion of budget approved in Strategic Plan (\$25,000).

## Goal # 3-Timely and Accurate Communications

This goal will support Priority 1 of the Strategic Plan by positioning the County of Renfrew to engage senior governments effectively through a communications plan. This approach will support Priority 4 of the Strategic Plan by leading in connectivity initiatives that will allow the utilization of new technologies like SOMUM citizen engagement tools, and social media to align and target corporate messaging to both internal and external clients.

INITIATIVE		LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	Budget
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
3.1	Stay out ahead of emerging issues	Chief Administrative Officer/Senior Leadership Team/Media Relations											<ul style="list-style-type: none"> <li>Regular reports and necessary materials to Council and SLT</li> <li>Effective senior government engagement</li> </ul>	• On-going	\$0
3.2	Provide effective communications regarding initiatives such as SDIP, Butterfly Approach	Chief Administrative Officer/Senior Leadership Team/Media Relations	X	X	X	X							<ul style="list-style-type: none"> <li>Successful delivery of Service Delivery Improvement Plan</li> <li>Successful delivery of Butterfly Approach</li> <li>Both public and staff well informed on both initiatives and the impacts to service delivery</li> </ul>	• Initiated	\$10,000 *1
3.3	Increase alignment of corporate wide messages to both internal and external clients	Chief Administrative Officer/Senior Leadership Team/Media Relations and Staff			X								<ul style="list-style-type: none"> <li>Using inventory of communications tools, align staff that utilize communication tools to support corporate messaging</li> </ul>	• Planning Stage	\$0

\*1 As per portion of budget approved in Strategic Plan (\$25,000) to use traditional and social media channels to help reach clients about SDIP and service delivery.

# STRATEGY AT A GLANCE (2019 - 2022)



## Vision

The County of Renfrew is recognized as a model rural community balancing fiscal responsibility and the delivery of services and infrastructure that meet community needs. We have earned this reputation by:

- 1) Having a strong voice with Federal & Provincial Government on shared investments;
- 2) Embracing technology that supports our residents and positions us as a leader in broadband connectivity;
- 3) Managing our fiscal picture through sustainable asset management;
- 4) Identifying efficiencies that allow the county to improve service delivery while meeting the service level expectations of our residents;
- 5) Enhancing the four pillars of economic development leading to improved quality of life;
- 6) Working effectively with local municipalities.

"The four pillars of economic development are supported across all four priorities, by the provision of services and initiatives that enhance our community's quality of life."

## Mission: To deliver high quality services to the residents of the County of Renfrew in an efficient and cost effective manner

### Priority

#### Strong Engagement & Relations with Federal and Provincial Government

- Goal:** To inform the Federal and Provincial Government on our unique needs so that Renfrew County residents get their "fair share"
- 1) Create a strategic communications plan
  - 2) Identify and advocate for issues important to residents of the County of Renfrew

### Priority

#### Fiscal Sustainability

- Goal:** Ensure ongoing financial viability while balancing expected levels of service to the community
- 1) Commitment from Council supporting principles within the Long-Term Financial Plan
  - 2) Establish Contingency Plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan

### Priority

#### Service Delivery Review

- Goal:** Find cost savings that demonstrate our leadership while still meeting community needs.
- 1) Complete community needs assessment
  - 2) With identified partners implement plan to optimize service delivery to the benefit of our residents

### Priority

#### Technology Acceleration

- Goal:** Position the County of Renfrew so that residents benefit from advances in technology, and to ensure residents and staff have fair, affordable, and reasonable access to technology
- 1) County of Renfrew is top of the list for Eastern Ontario Regional Network funding for mobile broadband
  - 2) Lobby for secure broadband for first responders and government
  - 3) County of Renfrew technology strategy in place





County of Renfrew  
9 International Drive  
Pembroke, ON K8A 6W5  
613.735.7288 / 800.273.0183  
info@countyofrenfrew.on.ca  
   @CountyofRenfrew





# *PROCLAMATION*

## **COUNTY OF RENFREW PARAMEDIC SERVICE WEEK MAY 24 – May 30, 2020**

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WHEREAS the County of Renfrew's Paramedic Service provides life-saving public service to county residents and visitors 24 hours a day and seven days a week.

Throughout the year, County of Renfrew Paramedic Services' employees provide world-class emergency medical care to those in need.

County of Renfrew Paramedic Services Week recognizes the contributions our paramedic staff make to maintain a safe and healthy county.

During a global pandemic health emergency, paramedics play an integral role on the front lines of healthcare. This week is an opportune time to highlight the contributions of important roles played by paramedic professionals during a pandemic outbreak. These proud professionals are making significant contributions to working toward protecting the health and well-being of the citizens they serve. Their commitment and determination under difficult circumstances is a testament to their professionalism, courage and compassion.

The County of Renfrew recognizes the contributions of organizations and groups in making our county a great place in which to live, work and play. The dedication and hard work of paramedics enrich the lives of the residents of the County of Renfrew daily and make it stronger, safer, vibrant and healthy.

NOW THEREFORE, I, Debbie Robinson, Warden of the County of Renfrew, on behalf of Renfrew County Council, do hereby proclaim May 24 – May 30, 2020 as "County of Renfrew Paramedic Services Week".

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DEBBIE ROBINSON, WARDEN

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PAUL V. MOREAU, CAO/CLERK

**Development & Property Department Report**  
**Presented by Mr. Craig Kelley, Director of Development & Property**

Members of County Council:

**INFORMATION**

1. Official Plan Amendment No. 25 (OPA 25) – Five-Year Update to the County of Renfrew Official Plan

As reported in April, the Ministry of Municipal Affairs and Housing gave final approval, with 20 modifications (changes) to OPA 25 on March 26, 2020. This decision follows on from the Ministry's partial decision last year on March 22, 2019, and completes the approval of the updated Official Plan, which is now in force and effect.

County staff has sent out paper copies of the updated Official Plan to all local municipalities, together with a summary of some of the major modifications to the Plan. The Official Plan is also available on the County's website at <https://www.countyofrenfrew.on.ca/en/business-and-development/official-plan.aspx>.

For the purposes of this report to County Council, staff has prepared a PowerPoint presentation that reviews these modifications in terms of the seven contentious issues between the Ministry and County that were identified in 2018 and are outlined in the tabled chart that was the focus of a meeting in the Ministry's office in Toronto on November 9, 2018. These contentious issues formed the basis of the non-decision areas (both text and maps) in the Ministry's partial decision of March 22, 2019; in essence a "pause" was placed on these issues until the Provincial Policy Statement (PPS) was updated which, staff hoped, would be more amenable to rural and County interests. The PPS has since been updated effective May 1, 2020.

In response to the Province's decision to approve the Official Plan, the Township of Bonnechere Valley has circulated the tabled resolution requesting the Province to amend the effective date of the approved Official Plan to September 28, 2020 to allow municipal staff time to incorporate changes and support economic recovery. As well, tabled are letters from the Town of Renfrew and the Township of Laurentian Valley that were sent to the Ministry of Municipal Affairs and Housing requesting a deferral of its final decision on OPA modifications.

2. Economic Development Update

Economic Development staff continue to assist businesses throughout the challenges of the pandemic:

- Staff are launching a shop local campaign to encourage local procurement through the COVID-19 crisis and over the long term to support all vendors and to enhance our existing local food, Taste of the Valley vendors and wood products marketing and sales.
- Completed the Ottawa Heritage River Geographic Information System Storyboard project and final report for Parks Canada.
- Assisting local agri-businesses with applications to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Agri-Food Open for E-Business – Targeted Intake.
- Maintaining all government support and funding program information on the County of Renfrew Economic Development website:  
<https://www.investrenfrewcounty.com/>.

### 3. Ottawa Valley Tourist Association (OVTA) Update

Staff has adjusted the format, size and content of the annual Ottawa Valley Tourism Road Map and Guide in response to the tourism market realities of the COVID-19 crisis. The Road Map will be smaller and content will have a greater emphasis on our communities, outdoors and natural activities and attractions and our local businesses. This is to focus marketing on the local market, to respond to the local and staycation market situation we face and to reach the short-haul Ottawa, Eastern Ontario, Greater Toronto Area and Central Ontario tourist market.

The OVTA Board is considering reducing or waiving membership fees for this business year as many planned marketing activities, consumer shows, media familiarization tours, travel media networking and print and social media marketing campaigns cannot be delivered.

### 4. Enterprise Renfrew County Update

Staff is currently reviewing 14 applicants to the Summer Company student entrepreneur program and beginning preliminary business coaching and mentoring. Enterprise Renfrew County has received funding from the Government of Ontario to support seven Summer Company businesses in 2020. In response to COVID-19, Ontario has extended the application deadline to May 31, 2020 and this will assist in ensuring we can fill our complement of seven student entrepreneurs with quality business plans.

There are 16 applicants to the Starter Company Plus program for the upcoming quarterly intake and training has been greatly modified to deliver all content on-line. Training will start June 1, 2020.



5. Forestry & GIS Division Update

(a) Trails

The 2020 work plan for the Algonquin Trail has started with the brushing of vegetation along the trail from Greenwood Road in the Township of Laurentian Valley to College Way in the City of Pembroke. Staff has been in constant communication with the City of Pembroke and the Township of Laurentian Valley regarding progress updates. A virtual Algonquin Trail Advisory Committee is scheduled for June 4, 2020.

(b) Forestry

Tree marking and boundary layout continues in preparation for the 2021 harvest tenders. The latest 2020 operation on the Opeongo Tract has started. Staff has completed a site meeting with the Contractor to review access, water crossing, landing and interior roads.

**RESOLUTIONS**

6. Request for Exemption for Approval of Official Plan Amendments

**Recommendation:** WHEREAS the County of Renfrew adopted the updated Official Plan on April 25, 2018, which was subsequently partially approved with modifications by the Ministry of Municipal Affairs and Housing on March 22, 2019;

AND WHEREAS the updated Official Plan was subsequently given final approval with modifications on March 26, 2020 by the Ministry of Municipal Affairs and Housing;

AND WHEREAS the County of Renfrew's updated Official Plan is in compliance with the Provincial Policy Statement;

NOW THEREFORE BE IT RESOLVED THAT pursuant to Section 17 (9) of the *Planning Act, R.S.O. 1990, c. P. 13* as amended, the Council of the Municipal Corporation of the County of Renfrew requests that the Minister of Municipal Affairs and Housing exempt the County of Renfrew from his approval under Section 17 and be added to the list of exempt Municipalities under Ontario Regulation 525/97.

Background

The County of Renfrew adopted the County's updated Official Plan on April 25, 2018, which was subsequently approved with modifications by the Minister of Municipal Affairs and Housing (MMAH) on March 22, 2019 and granted final approval with modifications on March 26, 2020. The next step is to request exemption from approval of Official Plan Amendments (OPA) from MMAH.

Upon the advice of the Ministry, County staff is recommending that County Council pass a formal resolution which would authorize the Chief Administrative Officer to send the tabled exemption request to the Ministry of Municipal Affairs and Housing. If the County is granted exemption, the County will no longer require ministerial approval of amendments to the County Official Plan. This will result in improved service to applicants by reducing the cost and processing times for Official Plan Amendments.

By way of context, since the approval of the County of Renfrew Official Plan in 2003, there have been twenty-seven amendments to the Plan, not including OPA 25, which was the five-year review. The exemption approval does not apply to new Official Plans or five-year reviews. It should also be noted that the Ministry now charges \$12,000 to approve an OPA. This will not be applicable if we receive exemption approval.

7. Renfrew County Economic Task Force Funding Request

**Recommendation:** THAT County Council provide funds to efforts of the Renfrew County Economic Task Force in the amount of \$250,000 from the Provision for Unallocated Funds.

Background

County of Renfrew staff continue to work with the Renfrew County Economic Task Force on the action items previously presented.

At the May 20, 2020 meeting, the Task Force further identified several action items that will require additional funding provided to the economic development division. Those such items include: Regional Revitalization Fund that will examine a mechanism to fund small businesses through a grant and/or loan program and may form part of an upper-tier government partnership; a marketing effort to support buying local; a marketing effort to promote Renfrew County has a region to visit responsibly and within health current guidelines, relocate to (residentially and commercially), and to re-shore a potential business opportunity; a communication effort that showcases how to support local restaurants; investigation into broadband expansion; and other.

Tabled is a presentation that was provided to the Task Force outlining the County's economic development response to the pandemic crisis. Director of Development & Property, Mr. Craig Kelley, will provide an update on the Task Force at County Council.

8. Renfrew County Economic Task Force – Release of Infrastructure Funds

**Recommendation:** WHEREAS the COVID-19 pandemic crisis has had a catastrophic affect on employment and small business survival rates, with over 11.3% jobless rate in Ontario in April 2020 alone with only a few signs of a change over the next several fiscal periods;

AND WHEREAS the Renfrew County region is already at a distinct economic disadvantage due to a shorter infrastructure construction season and the lack of essential services, like effective and

available broadband across its vast and rural area that would allow for greater flexibility to work from home, or telecommute;

AND WHEREAS the County of Renfrew and the other 19 municipalities and first nations reserves within the geographical borders have an incredible influence on the economy through investments in infrastructure spending, with over \$70million being invested in 2020 in municipal projects, but will now have to evaluate and adjust the way they safely operate and offer community services and modes of transportation;

AND WHEREAS the County of Renfrew and the other 19 municipalities and first nations reserves have submitted over \$73.5 million worth of applications to the *Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream*, with all considered shovel ready and shovel worthy;

AND WHEREAS the County of Renfrew and the other 19 municipalities and first nations reserves have submitted previously over \$25million in the *Investing in Canada Infrastructure Program: Green Stream* and *Investing in Canada Infrastructure Program: Rural & Northern Stream*;

AND WHEREAS both large and small infrastructure projects have the immediate effect on local small and medium businesses in our region with consideration of the multiplier ratio on every \$1million invested having the ability to create 7.6 jobs in the local marketplace, meaning that approval of these projects would create over 1,200 jobs across Renfrew County;

NOW THEREFORE BE IT RESOLVED that the Council of the County of Renfrew calls upon the Governments of Ontario and Canada to fast track the review of current and previous *Investing in Canada Infrastructure Program* grant applications in order to provide much needed employment and investment into rural Ontario to provide sustainable infrastructure that will be safe and suitable in a post-pandemic setting;

AND FURTHER THAT a copy of this resolution be circulated to the Right Honourable Prime Minister of Canada; the Honourable Premier of Ontario; MP Cheryl Gallant, Renfrew-Nipissing-Pembroke; the Honourable John Yakabuski, MPP Renfrew-Nipissing-Pembroke; the Minister of Infrastructure; the Association of Municipalities Ontario; Rural Ontario Municipalities Association and all Municipalities within the Province of Ontario.

#### Background

One of the Task Force's key discussion items and an action item that the municipal representatives feel could make of the greatest impacts was to encourage our local and upper-tier governments to release infrastructure funds for major municipal capital projects. A resolution has been included for your consideration.

## **BY-LAWS**

### 9. Renfrew County and District Health Unit Lease Amendment

**Recommendation:** THAT County Council adopt a By-law to enter into a lease amending agreement with the Renfrew County and District Health Unit for the lease of space at 7 International Drive for a four-month period commencing July 1, 2020 and expiring on October 31, 2020.

#### Background

Tabled is a draft lease agreement with the Renfrew County and District Health Unit to allow for an extension of their occupancy of office space at 7 International Drive until October 31, 2020 to acknowledge that the Health Unit is currently undergoing renovations in their new space on Lake Street that will not be completed until the Fall.

As per previous direction from County Council, County of Renfrew staff is currently working with the Health Unit and their appointed Project Manager, and have communicated the County's proposed phasing schedule with their team.

# Renfrew County Official Plan - Overview

## Planning Context:

- Renfrew County has submitted a comprehensive OPA which updates their current OP and is the 1<sup>st</sup> under the *Provincial Policy Statement, 2014* (PPS). This OPA came to the Ministry for approval on May 28, 2018.
- This would replace the current OP, adopted in 2004
- Under the previous government, we also received a site specific OPA from the County for the 3 Whitewater Region. A decision was due on this OPA March 18, 2015. Due to several outstanding issues between the County and the Province, no decision was ever made. Many of the concerns with the Whitewater Region OPA have been addressed by the new County-wide OP.
- As was explained at the AMO delegation, the strategy agreed to by county and provincial staff was to view both decision packages together to resolve any outstanding issues under the proposed timing for the new County-wide OPA.

## Process:

- When a new OP is submitted, the ministry reviews and confirms the application is complete.
- The proposal notice is posted on the EBR registry for public comment.
- Concurrent with the EBR posting, staff circulate the OP for inter-ministry review through the one-window planning office.
- Typically, several discussions occur between municipal and provincial staff to better understand issues and resolve outstanding concerns.
- MMAH staff prepare a planning report with their professional advice and rationale for any potential modifications based on the Planning Act, PPS and any other applicable provincial policies and legislation.
- A briefing note summarizing the file, the MMAH planning report and proposed decision (with modifications if applicable) is brought forward recommending a Minister's decision.

## Deadline:

- The 210 day timeline for decision is December 24, 2018.
- The Ministry has been working collaboratively on the new OP since 2015.

## County of Renfrew Response to the Overview Section – November 9, 2018

- Renfrew County is home to approximately 90,000 residents and the Algonquins of Pikwakanagan. We are a slow-growth area with dispersed settlement areas that contains 70% tree cover, and is composed of 50% Crown Land. We have hundreds of lakes, 4 major river systems, world class recreational opportunities, and major employers including the Canadian Nuclear Laboratories in Chalk River and Garrison Petawawa. Forestry and agriculture also form integral components of our economy.
- As part of the Official Plan update process the County of Renfrew met with local municipalities, held 7 public meetings, 9 open houses, and 2 special public meetings of County Council. Approximately 1,000 residents participated in the process.
- In short, this review received extensive public consultation and scrutiny, and resulted in an amendment adopted by County Council that reflects the considerable effort of all parties involved to strike a balance between the wishes and requests of the people of Renfrew County, and the requirements of the *Planning Act* and Provincial Policy Statement. Ministry staff were invited to attend the public meetings including County Council meetings to hear first hand from the local residents and County Council. Ministry staff declined to attend all events.
- The Provincial Policy Statement recognizes the diversity of Ontario and that local context is important (Part III).
- Section 4.5 of the Provincial Policy Statement recognizes that in implementing the PPS, the Minister may take into account other considerations when making a decision. The County of Renfrew requests that the Minister consider the local context of Renfrew County.

## Current Status:

- MMAH staff met with County staff on October 24<sup>th</sup> 2018 to discuss the adopted OP's key policies
- Seven (7) contentious issues, narrowed down from 40, have been identified and discussed. See below for more details.
- Staff remain in discussion with county staff and their inter-ministry partners and are working to further narrow the issues outstanding prior to finalizing a planning report and recommendation for the Minister's decision.

Policy Issue	Draft Policy Direction	Current Status
<b>1. Consent policies</b>	<ul style="list-style-type: none"><li>• It is recommended that the adopted policies be revised to limit the number of residential lots created through consent in the rural area</li><li>• Recommended revision is to limit the number of consents in the rural area to 3 (+ the retained lot) from an existing lot of record.</li></ul>	County staff is not in agreement with the proposed modification. County staff have recently shared a revised consent policy that they are intending to share with County Council on October 31.
<b>Discussion:</b> <ul style="list-style-type: none"><li>• The current consent policy for Renfrew County has been in place since 2004 when the County plan was originally approved.</li><li>• The consent policy is structured in three tiers. The first tier includes permitting 3 consents plus the retained lot (3+1) from an existing lot of record. The second tier permits an additional two consents, subject to certain criteria. The third tier permits an additional unlimited number of consents subject to the applicant submitting a study that addresses a further set of criteria.</li><li>• The overall effect of the existing policies is to place no maximum limit on the number of consents permitted.</li><li>• County staff have indicated that the second and third tiers of policy represent approximately 10-15 percent of the consent applications received. County staff have argued the removal of these tiers may unduly restrict growth in the rural area, especially along the waterfronts.</li><li>• In discussions with County staff, Ministry staff proposed a hybrid of the second and third tier of policies, where 2 additional consents may have been considered subject to a study and demonstration that the County was still meeting its overall growth management objectives including focusing growth in settlement areas and limiting growth in the rural areas.</li><li>• Renfrew County staff were unsupportive of this approach and have drafted a revised consent policy with three key changes:<ul style="list-style-type: none"><li>○ A revised existing lot of record date going from 1971 to 2018,</li><li>○ A two (plus 1) plus 2 approach (following the full build out of the first two lots), and</li><li>○ Additional lots for resource based recreational uses with residential components (the resource based residential lots would have no restriction on the number of lots created).</li></ul></li><li>• Ministry staff have consistently encouraged municipalities to adopt a consent policy that permits 2 consents plus the retained lot. This number has been used as a benchmark across the Province to limit residential development in the rural area consistent with PPS policy 1.1.5.2.</li><li>• While a 2+1 approach is encouraged, the Ministry has in the past permitted a 3+1 approach as a minimum for restrictions on the</li></ul>		

number of consents in a rural area.

- Ministry staff have demonstrated flexibility with Renfrew County by supporting a 3+1 approach as it still meets the overall intent of limiting residential development in the rural area, while allowing for additional growth opportunities in the County.
- Ministry staff have further suggested different approaches that the County may consider including undertaking a GIS exercise to determine the existing growth potential in the rural area and exploring different scenarios such as adjusting the existing lot of record date, or identifying priority rural areas.
- Notwithstanding the Ministry's above stated flexibility, to date the County has not submitted any growth analysis or background studies to support a more permissive consent policy than that which has consistently been approved for other municipalities across the Province.
- While Ministry staff are open to supporting parts of the County's most recent proposed consent policy, in the absence of additional justification demonstrating how this policy will impact rural growth, it is recommended the OP be modified to adopt a 3+1 approach, consistent with other similar OP approvals and modifications.
- A component of the Ministry's modification could also include a policy recognizing that the County wishes to explore additional opportunities for growth in the rural area, and may in the future undertake an analysis of its rural areas to develop an approach to lot creation and development that meets both the County's economic development interests, while at the same time appropriately managing growth.

#### **County of Renfrew Response:**

The Ministry proposes to remove the Renfrew County consent policy and replace it with a hard cap of three severances. This proposed hard cap fails to consider Section 1.1.5.2(b) of the PPS that resource-based recreational uses (including recreational dwellings) are permitted. It also fails to consider Sections 1.1.5.3 and 1.1.5.4 which state that recreational, tourism and other economic opportunities should be promoted, and that development that is compatible with the rural landscape and can be sustained by rural service levels should also be promoted.

The current County of Renfrew Official Plan consent policy, approved by the Province in 2003, is a 3+2+ Planning Justification Report (PJR) policy that could potentially permit more than 5 lots from an original holding provided a PJR was prepared by a qualified person (Planner). A PJR looks at such issues as hydrogeology and the impact of the additional lots on the financial resources of a municipality.

The policy has been used successfully by the County Planning Division and local municipalities to carefully review the impact of new development.

Section 1.1.5.2 b) of the PPS permits resource-based recreational uses (including recreational dwellings) on rural lands. This includes residential development around such resource-based features as waterfront areas, ski hills and golf courses.

Renfrew County is home to an abundance of these features, especially waterfront areas. The proposed hard cap of three lots per holding fails to consider this policy of the PPS.

If severances in excess of three are not permitted, and if no allowance is made for resource-based recreational development, and, further, if rural plans of subdivision are not permitted because they offend section 1.1.1.5 c) of the PPS which only permits limited



residential development, then rural Renfrew County is effectively shut down for business.

In consideration of the comments above, we are proposing a revised consent policy that is based partly on the recently approved policy for Hastings County, but which also incorporates our existing policy for a Planning Justification Report for multiple consents for the resource-based recreational areas (e.g., waterfront areas) covered by section 1.1.1.5 b).

### **County of Renfrew Request:**

**That section 14.3 of the Official Plan be modified to incorporate the following policy:**

- (3) **In order to avoid creating a subdivision by the consent process, care shall be taken to not allow an original landholding or a general area to be fragmented over time. An original land holding is defined as any property as it existed December 31, 2018.**  
~~The maximum number of new lots permitted to be created for residential purposes from an original holding shall be three (3) lots. A holding is defined as a parcel of land including all abutting parcels of land under the same ownership which are subject to subdivision control or part lot control under the *Planning Act*. An original holding means a holding as of June 1, 1971.~~
- (4) **Subject to the relevant policies of this plan, a maximum of 2 lots from the original land holding may be created by consent(s). When the original two lots are fully developed with a habitable structure, two further lots may be considered (a total of four plus the retained parcel). A lot previously created by consent which is less than 2 hectares in area should not be further subdivided to create a new lot(s).**  
~~In addition to the three lots normally considered, two (2) additional consents for residential purposes may be granted, provided the following criteria are considered:  
(a) — they do not create a conflict with abutting uses;  
(b) — they do not lead to demands for increased municipal services;  
(c) — the creation of additional lots will complete the development potential of the holding by the severance process or constitutes an infilling situation. Infilling is defined as the creation of a lot between two existing dwellings which are separated by not more than 100 metres (325 feet) or between an existing dwelling and a street which are separated by not more than 100 metres (325 feet);  
(d) — ribbon development is not a concern;  
(e) — that the lots can be adequately serviced with potable water and a private sewage disposal system.~~
- (5) Where consents have been granted in accordance with Subsections 14.3 (4) above and while creating more than **four (4) five** ~~(5)~~ lots per holding is generally discouraged, additional consents may be considered **for resource-based recreational uses (i.e., ski hills, golf courses, and waterfront areas) including recreational residential uses**, provided the approval authority and local Council are satisfied that a plan of subdivision is not required for the orderly development of the lands and the applicant submits a study addressing the following to the satisfaction of the local Council:  
(a) justification of the proposed water supply and sewage disposal services in consideration of the provincial servicing policies of Subsection 2.2 (12);  
(b) why a plan of subdivision is not necessary for the proper and orderly development of the lands;

- (c) the need for a hydrogeology study (including a nitrate impact assessment) to ensure that the quality and quantity of potable water meets provincial standards;
- (d) the need for a lot grading and drainage plan; and
- (e) the impact of the proposed development on the financial resources of the municipality.

Policy Issue	Draft Policy Direction	Current Status
<b>2. Growth Allocations</b>	<ul style="list-style-type: none"> <li>• Further policy direction required to ensure consistency with PPS policy regarding upper tier growth management.</li> <li>• Recommended changes are to clarify that population projections in the plan shall function as allocations to lower tier municipalities and amendments shall be required to change those figures.</li> </ul>	<p>County staff is not in agreement with proposed modification. County staff have stated that the numbers provided in Appendix A were never contemplated as allocations and the requirement for an amendment is unduly onerous and has the potential to restrict development.</p>
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>• The PPS contains specific policies that address the role of the upper tier planning authority, including section 1.2.4 stating that the upper tier shall identify, coordinate and allocate population, housing and employment projections.</li> <li>• The reference to the upper tier “allocating” growth is further explained in section 1.4.2, which states “where planning is conducted by an upper-tier municipality the land and unit supply maintained by the lower-tier municipality shall be based on and reflect the allocation of population and units by the upper-tier municipality.”</li> <li>• Appendix A to the County Official Plan includes population figures, by Township, with both a high and low figure.</li> <li>• Previous decisions by the Ministry have included modifications to Official Plans that only permit a middle figure for the purposes of allocating growth.</li> <li>• The Ministry has demonstrated flexibility through supporting the approach of a range of population figures for each of the Townships to account for sudden spikes in population growth, such as growth related to CFB Petawawa.</li> <li>• As a result of municipal empowerment, a number of upper-tier Official Plans have come into effect in recent years. The approval of these plans has included modifications to clearly state that population figures shall function as growth allocations and that any changes to those figures shall require an amendment to the plan.</li> <li>• As adopted, the Renfrew County plan contains population figures, but does not explicitly provide housing or employment figures for each of the Townships.</li> <li>• As this is Renfrew’s County first OP to address growth management, the Ministry has demonstrated flexibility by supporting the County’s approach of allowing its lower tiers to determine their own housing needs.</li> <li>• In terms of employment allocations, given that the County has not previously undertaken employment planning, the Ministry is only proposing to encourage the County to undertake an enhanced role in employment planning in the future.</li> <li>• The Ministry therefore proposes modifications to the OP to clarify that the existing projections also function as allocations, and that an OP amendment would be required to change those figures. This approach is consistent with the flexible approach taken when approving other, recent county OPs.</li> </ul>		
<p><b>County of Renfrew Response:</b></p> <p>The Ministry proposes to include growth allocations in the County of Renfrew Official Plan and if a municipality were to exceed their allocation, a planning application to amend the Official Plan would be required. Given the low growth rate of Renfrew County, and the sporadic and unpredictable nature of growth in the County (which does not follow typical Ontario Trends due to Garrison Petawawa and CNL), this policy adds unnecessary restrictions, cost, delays, and uncertainty for potential developers.</p>		

We understand growth allocations are appropriate for fast growing areas where population increases are measured yearly in the tens of thousands.

The consequence of this allocation policy **makes no** sense for most of our rural municipalities.

For example, the Township of Head, Clara & Maria will exceed its 2021 projected “allocation” if more than 7 people (or 12 in the high range) locate in the Township. Would anyone seriously require an OPA if the population growth was more than 12 people? Many of the other rural townships, such as Brudenell, Lyndoch and Raglan, would be in the same position. How does adding the process/cost/time/red tape of requiring an Official Plan Amendment to exceed these “allocations” further the provincial interest?

At the other end of the spectrum is the Town of Petawawa, which is the fastest growing and most populous local municipality in the County of Renfrew. It is projected to account for more than a quarter of all growth in the County over the next 20 years. The Town of Petawawa has its own local Official Plan and is not directly covered by the County of Renfrew Official Plan, but does have a policy tie-in to the County Official Plan and will be affected by the allocation policy proposed by Ministry staff. The Town has lands predesignated for residential growth as required by the PPS. These lands went through a planning analysis and review to ensure they have sufficient reserve sewage and water capacity to permit new development. These lands are designated Residential in the Town’s Official Plan. This designation permits residential development of full services.

The allocation policy proposed by Ministry staff could lead to the perverse result where a new development proposal that would otherwise conform to the Official Plan and the policies of the Residential designation in the Official Plan would still need an OPA because the new development might exceed the population projection in Appendix A to the County Plan, which is now proposed to be recast as an allocation by a Ministry modification. This would be an unnecessary and timely process in our view. Any planning issues that may arise can still be addressed under the plan of subdivision process which provides for a public meeting, and a planning review and analysis by the Town. The situation in Arnprior is the same as Petawawa’s.

#### **County of Renfrew Request:**

**That the current policy in the adopted Official Plan (Section 1.3 (8)) be maintained. This policy reads:**

- (8) To direct the majority of projected residential growth to Urban and Village Community areas designated on Schedule “A” to this Plan (and to settlement areas identified in a local Official Plan). Sixty percent of residential development should occur within designated settlement areas. Appendix “A” to this plan identifies the projected population for lower-tier municipalities. These projections are not targets or allocations. No amendment to this Plan would be required to deviate from the projections in Appendix “A”.**

Policy Issue	Draft Policy Direction	Current Status
<b>3. Protection of Natural Heritage Features</b>	<ul style="list-style-type: none"> <li>Additional policy is recommended regarding the identification of natural heritage features.</li> <li>Suggested policy additions include clarification that not all natural heritage features are known and mapped, and appropriate analysis should be undertaken where information gaps exist.</li> <li>Other recommended changes include revisions to how features are described as well as when features are to be evaluated in order to ensure relevant no negative impact tests of the PPS are met.</li> </ul>	<p>County staff strongly oppose any role in the identification of Endangered and Threatened Species Habitat and the identification of Deer Wintering Yards.</p> <p>The County believes that the Natural Heritage Features requirements in the PPS unfairly impact it, as its unique, rural geography includes an abundance of geographic features that could be captured by these PPS policies.</p>
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>The County believes that the mapping and identification of Endangered and Threatened Species habitat should be the sole responsibility of MNRF.</li> <li>Planning authorities are required to make decisions consistent with the PPS, including policy 2.1.7 that states that development and site alteration shall not be permitted in the habitat of Endangered and Threatened Species, except in accordance with provincial and federal requirements.</li> <li>Ministry and MNRF staff have consistently maintained that it is the responsibility of the County to undertake a sufficient level of analysis to identify any unknown natural heritage features such as ESA habitat and to require a proponent to obtain relevant agency or Ministry approvals prior to approving applications under the <i>Planning Act</i>.</li> <li>The County maintains that it will not require local studies or analysis to identify ESA habitat.</li> <li>Further, the County opposes identifying deer wintering yards as significant wildlife habitat in its OP.</li> <li>MNRF has identified an area of deer wintering yards, which should be mapped as significant wildlife in accordance with PPS policies 2.1.5(d) and 2.1.8.</li> </ul>		
<p><b>County of Renfrew Response:</b></p> <p>County staff are not aware of the Ministry's proposed changes related to the Habitat of Endangered and Threatened Species and cannot comment on anything specific. The County concern is that the local MNRF district is of the position that there is possible habitat of endangered and threatened species everywhere. In short, every application should be supported by an EIS in case there is habitat. Their position is the knowledge gap at the Ministry office should be filled in by private property owners at the time of any type of development. This is in contrast to the PPS which identifies MNRF as responsible for approving habitat of endangered and threatened species. The County strongly disagrees with any modification that would consider requiring an EIS where Ministry "knowledge gaps exist".</p> <p>The Ministry proposes to map deer wintering yards as significant wildlife habitat. While many areas in Southern Ontario have destroyed their habitat and woodlands, the County of Renfrew is 50% Crown land and maintains over 70% forest cover and still</p>		

entire geographic Township's are proposed to be added as "significant wildlife habitat". The term "significant" loses all its meaning in this context. This wildlife habitat designation would reduce the amount of land available for development, increase costs, and cause delays.

**County of Renfrew Request:**

- 1. That the Minister modify the adopted Official Plan Amendment to establish a trigger for requiring a scoped EIS as being development consisting of more than three residential lots or a commercial/industrial/institutional development that would disturb more than 5 hectares of deer wintering yards as shown on Schedule B-4 Natural Heritage Features.**
- 2. That the policies in the adopted Official Plan Amendment regarding endangered species, which is taken word for word from the PPS, be maintained and not modified by the Minister.**

Policy Issue	Draft Policy Direction	Current Status
<b>4. Prime Agricultural Areas</b>	<ul style="list-style-type: none"> <li>Additional areas have been identified as Prime Agricultural Areas and are proposed to be modified on Schedule A of the County's Plan.</li> </ul>	<p>Although County staff originally provided draft mapping that included significantly more agricultural areas than what the adopted plan shows, a number of its lower tiers passed resolutions opposing the inclusion of these additionally mapped agricultural areas, and those areas were subsequently removed prior to adoption of the OP now before the Ministry for approval.</p>
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>The Ministry has consistently flagged the need to identify additional Prime Agricultural Areas in the County OP since 2013.</li> <li>OMAFRA has done extensive work including 'ground-truthing' expeditions with local officials to identify Prime Agricultural Areas in accordance with the PPS.</li> <li>To date, Ministry and OMAFRA staff have provided the County with six separate Township maps identifying new Prime Agricultural Areas.</li> <li>At OMAFRA's request, the Ministry has consistently modified other Official Plans to include new Prime Agricultural Areas, a common area of contention in OP approvals.</li> <li>That said, the Ministry has been flexible in its approach, especially in respect of lower tier plans. For example, the Ministry supports an approach, where a lower-tier plan exists, allowing lower tier plans to designate Prime Agricultural Areas, without a corresponding upper-tier designation. This approach avoids any potential dual amendments, and serves to reduce approval delays at the local level.</li> </ul>		
<p><b>County of Renfrew Response:</b></p> <p>The County recognizes the importance of protecting prime agricultural lands. Much of the proposed agricultural mapping was just submitted and the local Township's have not been able to review any of the modifications. The mapping does not recognize the direction provided by the local municipalities.</p> <p><b><u>County of Renfrew Request:</u></b></p> <p><b>That the Agriculture designation in the adopted Official Plan Amendment be maintained and not modified by the Minister. OR That Ministry consult with the local municipalities affected by the proposed agricultural mapping modifications. OR That the Ministry modify the Agriculture designation to be more in keeping with the direction of the local municipalities.</b></p>		

Policy Issue	Draft Policy Direction	Current Status
5. <b>Aggregate Resource Additions</b>	<ul style="list-style-type: none"> <li>Revisions recommended to accurately reflect the boundaries of licensed pits and quarries and reintroduce areas that were removed around rural residential clusters.</li> </ul>	County staff not in agreement
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>The proposed County OP removes several aggregate resources near clusters of rural residential development.</li> <li>While the PPS permits non-aggregate uses in areas identified as containing aggregate resources, those uses shall only be permitted in accordance with a series of tests outlined in PPS policy 2.5.2.5.</li> <li>To date, no supporting study has been submitted justifying the County's proposed removal of aggregate resources from the OP.</li> <li>While the Ministry is not opposed to refinements in the County's aggregate identification system, it requires that this be undertaken based on the most current mapping available, and in partnership with local aggregate resource operators and other stakeholders who can provide expertise into resource identification and protection.</li> </ul>		
<p><b>County of Renfrew Response:</b></p> <p>The County has not seen the proposed changes to the Mineral Aggregate designation and this makes it very difficult to respond to this issue. Many of the areas of Mineral Aggregate that were removed in the updated Plan were constrained by existing residential development, and in many cases existing <b>waterfront</b> development where extraction would be unfeasible not only because of the surrounding residential uses but also because of the nearby sensitive water features. The aggregate designation places reciprocal restrictions on land (residential restricts aggregate uses, aggregate restricts residential uses). Where land is already approved for residential use and the principle of development has been established, it makes no sense to now place restrictions on these rural residential areas. To date, the Ministry has not submitted a supporting study justifying these additional resource areas.</p> <p><b><u>County of Renfrew Request:</u></b></p> <p><b>That the Mineral Aggregate designation in the adopted Official Plan Amendment be maintained and not modified by the Minister.</b></p>		



Policy Issue	Draft Policy Direction	Current Status
<b>6. Karst Topography</b>	<ul style="list-style-type: none"> <li>• Policy revisions regarding the evaluation of Karst topography are recommended to ensure the hazard is adequately screened for prior to development.</li> <li>• Proposed revisions include a three phase approach, beginning with a desktop evaluation of the site by a geoscientist.</li> <li>• This revision is recommended to ensure future development avoids potentially hazardous areas and protects public health and safety.</li> </ul>	County staff not in agreement.
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>• Karst topography is an identified hazard in Renfrew County.</li> <li>• Based on the presence of karst topography in eastern Ontario, a multi-Ministry team was assembled to develop a set of Official Plan policies that includes a process for reviewing development applications where karst is suspected.</li> <li>• These policies have been included in a number of Official Plans, some by way of Ministry modification.</li> <li>• The County does not oppose the entirety of the policy, but rather the specific requirement for a geoscientist to undertake a Phase 1 analysis. The County's preference is to continue to use an in-house approach without requiring a proponent to retain the services of a geo-scientist in the initial stages of an application.</li> <li>• Following a Ministry review with MNRF, and consideration of a previous OMB (now LPAT) settlement on this issue, the Ministry proposes to resolve this issue by adding an engineer to the list of qualified individuals who may undertake the required analysis and review the presence of karst topography.</li> </ul>		
<p><b>County of Renfrew Response:</b></p> <p>The Ministry proposes to change the Karst policy. Karst is a geological feature that is poorly mapped. Renfrew County has developed a "Karst Protocol" that addresses a potential Karst hazard by combining the available Karst science, local knowledge, and common sense. The Ministry's proposed change would require an evaluation of the site by a geoscientist as a first step to determine the presence of Karst. This desktop exercise will undoubtedly lead to a site inspection by a geoscientist at the applicant's cost. The Renfrew County approach to Karst has been in place for a number of years, is tried and tested, involves a site inspection by a municipal Chief Building Official, and has been proven to work well for our area.</p> <p><b><u>County of Renfrew Request:</u></b></p> <p><b>That section 2.2 (9) (b) Karst Topography of the adopted Official Plan Amendment be maintained and not modified by the Minister.</b></p>		

Policy Issue	Draft Policy Direction	Current Status
<b>7. Environmental Impact Study Requirements</b>	<ul style="list-style-type: none"> <li>• Additional policy detail is recommended to ensure the appropriate level of study is undertaken to demonstrate no negative impact on natural features and their function as per the relevant policies in Section 2.1 of the PPS.</li> <li>• Further policy detail includes clarification regarding the qualifications of who shall undertake the evaluation of a particular features, e.g. a forester would evaluate a woodland, a biologist would evaluate significant wildlife habitat.</li> <li>• Further clarification is also recommended regarding the appropriate scoping of an Environmental Impact Study (EIS). Criteria for scoping an EIS may include: <ul style="list-style-type: none"> <li>➢ A previous study conducted in the area satisfies the County that the no negative impact test has been met.</li> <li>➢ A proposed development or site alteration is minor in nature and the assessed impacts to features and functions are easily avoidable. (i.e. are short in duration, small in scale and most impacts can readily be mitigated through site layout, site design, timing of work, etc.).</li> </ul> </li> </ul>	<p>County staff not in agreement with some aspects of the Ministry's position, but are neutral on others.</p>
<p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>• The adopted County Plan originally proposed an exemption to requiring an EIS, based on the scale of the development proposed (i.e. No EIS for the creation of 3 or less lots).</li> <li>• This exemption in effect provided a definition of development that was inconsistent with the PPS definition of development and would allow certain developments to move forward without appropriate review of impacts on natural heritage features.</li> <li>• Ministry and MNRF staff have worked to put forth a set of criteria within the EIS section that would permit an in-house evaluation by County staff, without necessarily requiring a full EIS study to be undertaken for any development in or adjacent to a natural heritage feature.</li> <li>• The Ministry presented this option to County staff, and they did not immediately reject it out of turn. It was difficult to read County staff's reaction, but they seemed to support the concept of flexibility being proposed. However, they did indicate that their preferred approach was the one currently in the adopted plan.</li> <li>• County staff seemed supportive of other modifications within the EIS section, including the outline of qualifications for certain individuals undertaking studies related to different features.</li> </ul>		

**County of Renfrew Response:**

We support the Ministry wording that would allow scoping of an EIS based on the scale of the development.

The County and its residents are very concerned about requiring unnecessary studies to support small development applications.

This is surely an area where some “red tape” can be cut.

**County of Renfrew Request:**

**That the current policy triggers in the adopted Official Plan Amendment be maintained and not modified by the Minister, and that wording be added that would allow scoping of an EIS based on specific criteria such as the scale of development.**

**Other Issues:**

- Meaning of “reserve sewage system capacity” — The Ministry proposes to change the criteria of “reserve sewage system capacity” as it relates to septage. This continues to be a vexing issue that does not seem to go away. Section 1.6.6.6 of the PPS states that planning authorities may allow lot creation only if there is confirmation that there is sufficient reserve sewage system capacity. We were assured in our discussions with MMAH staff some time ago that the definition of “reserve sewage system capacity” in the PPS would include the spreading of septage onto fields and sites approved by the Ministry of the Environment, Conservation and Parks (MECP). Unfortunately, MECP has brought this issue up again. MMAH staff has undertaken to review and work with MECP on producing revised wording that is consistent with the position previously confirmed by MMAH. This proposed change if implemented would immediately stop ALL development serviced by well and septic in Renfrew County. We respectfully request that the policy in section 2.12 c) of the adopted Official Plan Amendment be maintained and not modified by the Province.
- Exemption – Upon approval of OPA 25 the County of Renfrew will formally request the Minister to grant exemption status to the County Official Plan like he has done for all other updated OPs. This would mean the approval of MMAH would not be required for any amendments to the Plan.

**Draft Decision:**

The County of Renfrew would like to bring closure to the outstanding issues noted above and in the manner requested by the County. We also respectfully request that we see the draft decision, including mapping modifications, in advance of the actual decision so that the County and local municipalities have an opportunity to review it.



economic recovery to allow applications currently in the works to be completed at a time when development will play a crucial role in the recovery of Renfrew County and Ontario;

Now therefore be it resolved that the Council of the Corporation of the Township of Bonnechere Valley implores the Province of Ontario to amend the effective date of the decision with respect Official Plan Amendment #25 (OPA 25) to the Renfrew County Official Plan to September 28, 2020 to assist in the economy recovery of Renfrew County and Ontario;

And further that a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Honourable John Yakabuski, MPP Renfrew Nipissing Pembroke, the County of Renfrew and all of its Lower Tier municipalities.

Carried

Original signed by Mayor Jennifer Murphy

Regards,

A handwritten signature in black ink, appearing to read "Dana Jennings", written in a cursive style.

Dana Jennings  
Community Development Officer



**Via Email Only**

April 7, 2020

Ministry of Municipal Affairs and Housing  
Municipal Services Division  
Steve Clark, MPP, Minister of Municipal Affairs  
steve.clark@pc.ola.org

Dear Sir:

**Re: County of Renfrew Official Plan Amendment No. 25  
Ministerial Decision Dated March 26, 2020**

The Town of Renfrew is in receipt of the Ministry's decision with respect to Official Plan Amendment No. 25 to the County of Renfrew Official Plan, dated March 26, 2020 (OPA 25). The Town echoes concerns expressed by the Township of Laurentian Valley regarding the decision to modify portions of OPA 25 that have the result of applying the County of Renfrew's Official Plan to local municipalities, including the Town of Renfrew, where a local official plan is already in effect. The existing framework of the County Official Plan functioning as a plan for those municipalities without their own in place, has worked well for the County and its local municipalities to date.

The Town of Renfrew respectfully requests that the decision to modify OPA 25 be deferred until such time as the local municipalities have been fully informed of the implications of the various changes made to OPA 25, as identified in the Ministerial decision.

The Town also makes this request in view of the Province's recent commitment to extending the four-laning of Highway 17 to Renfrew, which is anticipated to improve growth prospects for the Town. At present, the Town is engaged in a comprehensive review and update to the Town's Asset Management Plan, and Development Charges and Community Benefits Charges Background Study, which will produce updated growth numbers for the Town that will inform the projections contained in the County Official Plan. We anticipate the projections to be available from our consultants in the near future, following which we will provide the same to your ministry for inclusion in the County Official Plan.

Your urgent attention to this matter is greatly appreciated.

Sincerely,

Mayor Don Eady  
Town of Renfrew



- cc. John Yakabuski, MPP, Renfrew-Nipissing-Pembroke/Minister of MNRF  
Warden Debbie Robinson – County of Renfrew  
Paul Moreau, CAO – County of Renfrew  
AMO  
ROMA  
Lower Tier Municipalities in the County of Renfrew  
Council of the Town of Renfrew





March 30, 2020

Ministry of Municipal Affairs and Housing  
Municipal Services Division  
Steve Clark, MPP, Minister of Municipal Affairs  
<mailto:steve.clark@pc.ola.org>

**Dear Minister Clark:**

**The Township of Laurentian Valley requests that the Province of Ontario immediately defer its final decision on Modification No. 1.5, as well as 1.3(8), and other modifications to County of Renfrew OPA No. 25 that specifically apply to the Township of Laurentian Valley until the Township of Laurentian Valley Council, Planner and ratepayers are provided with the opportunity for public consultation that is required as set out in the Planning Act as this opportunity was not provided to them through the process that was undertaken. This consultation must occur when we are not dealing with the COVID-19 pandemic.**

The policies in the County of Renfrew Official Plan have not applied to the Township of Laurentian Valley in the past as the Township maintains its own Local Official Plan. This was not proposed to change in OPA No. 25 as adopted by the County of Renfrew. No opportunities were provided for Laurentian Valley ratepayers to participate in the public consultation process that was held as ratepayers were told that the County Official Plan policies would not apply to them as was demonstrated in the drafts and no Public Meeting was held in our Township. As a result our ratepayers, as well as, the Councils and ratepayers in the Urban Communities Designation (Arnprior, Renfrew and Petawawa) were all denied the same rights under the Planning Act that ratepayers of the other municipalities were provided.

While it is understood that many of the modifications that were made by the Province relate to matters of Provincial interest, by changing policy 1.3(8) it brings into effect many policies in the County Official Plan that are not matters of Provincial interest but rather matters of local interest. In this regard, there are policies in the County Official Plan that conflict with policies in the Township of Laurentian Valley Official Plan. This is in part because the County Official Plan was drafted primarily for the municipalities in Renfrew County that do not have local Official Plans. As a result there are General Provisions that may be appropriate to apply to all communities and General Provisions that should remain as a local decision and not a County decision to set policy on. By the Province taking the approach they have to the modifications to OPA No. 25 to the County Official Plan without consultation with the Municipalities that this dramatic change effects, it has robbed us of our ability to exercise our rights as provided under the Planning Act.

613-735-6291  
F: 613-735-5820

Laurentian Valley  
460 Witt Road  
Pembroke, ON  
K8A 6W5

During the public consultation process for the County of Renfrew Official Plan Amendment No. 25, the Township of Laurentian Valley also stressed in writing that should any revisions be contemplated by the County prior to adoption of County of Renfrew Official Plan Amendment 25, or modifications proposed by the Ministry of Municipal Affairs prior to approval that would have the effect of changing what policies in the County Plan would be applied to the Township of Laurentian Valley, the Township requested that further targeted and specific consultation be undertaken with the Township Planner, Township Council and the ratepayers of the Township of Laurentian Valley prior to a decision being issued.

Your immediate attention to this matter is required.

Yours truly,

  
Mayor Steve Bennett  
Township of Laurentian Valley

cc. John Yakabuski, MPP, Renfrew-Nipissing-Pembroke/Minister of MNRF  
Warden Debbie Robinson – County of Renfrew  
AMO  
ROMA  
Lower Tier Municipalities in the County of Renfrew  
Council of the Township of Laurentian Valley  
Paul Moreau, CAO – County of Renfrew

Office of the  
Chief Administrative Officer



9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
613-735-7288  
FAX: 613-735-2081  
[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

May 27, 2020

The Honourable Steve Clark  
Minister of Municipal Affairs and Housing  
17th Floor, 777 Bay Street  
Toronto, ON M5G 2E5  
Via email: [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)

**RE: County of Renfrew Request for Exemption  
Planning Act S. 17 (9) (10)  
Ontario Regulation 525/97**

---

Dear Minister Clark:

The County of Renfrew requests the Minister of Municipal Affairs and Housing to consider providing the County of Renfrew Exemption from Approval (Official Plan Amendments) under the *Planning Act, R.S.O. 1990, c. P. 13* and to be added to the list of exempt municipalities under Ontario Regulation 525/97. Attached is a resolution of County Council endorsing this request.

The County is a responsible level of government which holds delegated powers under the *Planning Act* specific to the approval of plans of subdivision, plans of condominium and consents. The County of Renfrew Official Plan was updated (five-year review) under Official Plan Amendment No. 25, which was partially approved with modifications by the Ministry of Municipal Affairs and Housing on March 22, 2019 and granted final approval on March 26, 2020, and is consistent with the Provincial Policy Statement.

As there is no formal application for this process, please accept this letter as the County of Renfrew's formal request for exemption. If the Ministry of Municipal Affairs and Housing requires any further information related to this request, please do not hesitate to contact Craig Kelley, Director of Development & Property at (613) 735-3204 x 436 or by email at [ckelley@countyofrenfrew.on.ca](mailto:ckelley@countyofrenfrew.on.ca).

I would be pleased to speak with you or any of your staff regarding this request. Thank you for your consideration.

Sincerely,

Paul V. Moreau  
Chief Administrative Officer  
[pmoreau@countofrenfrew.on.ca](mailto:pmoreau@countofrenfrew.on.ca)

Attach: County of Renfrew Council Resolution dated May 29, 2019

c. Allan Scott, Regional Director – Municipal Services Office-East  
Mike Elms, Manager of Planning – Municipal Services Office-East

Office of the  
Chief Administrative Officer



9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
613-735-3204  
FAX: 613-735-2081  
[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

## THE MUNICIPAL CORPORATION OF THE COUNTY OF RENFREW

May 27, 2020

WHEREAS the County of Renfrew adopted the updated Official Plan on April 25, 2018, which was subsequently partially approved with modifications by the Ministry of Municipal Affairs and Housing on March 22, 2019;

AND WHEREAS the updated Official Plan was subsequently given final approval with modifications on March 26, 2020 by the Ministry of Municipal Affairs and Housing;

AND WHEREAS the County of Renfrew's updated Official Plan is in compliance with the Provincial Policy Statement;

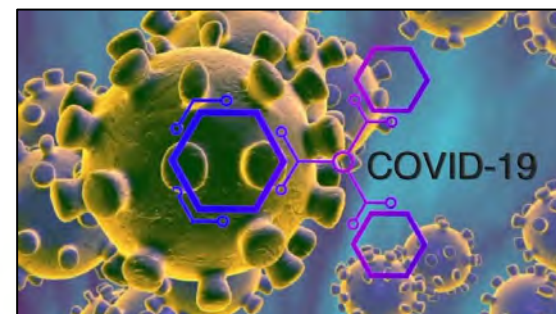
NOW THEREFORE BE IT RESOLVED THAT pursuant to Section 17 (9) of the *Planning Act, R.S.O. 1990, c. P. 13* as amended, the Council of the Municipal Corporation of the County of Renfrew requests that the Minister of Municipal Affairs and Housing exempt the County of Renfrew from his approval under Section 17 and be added to the list of exempt Municipalities under Ontario Regulation 525/97.



**County of  
Renfrew**  
Ontario . Canada

*Experience Our History, Share Our Future!*

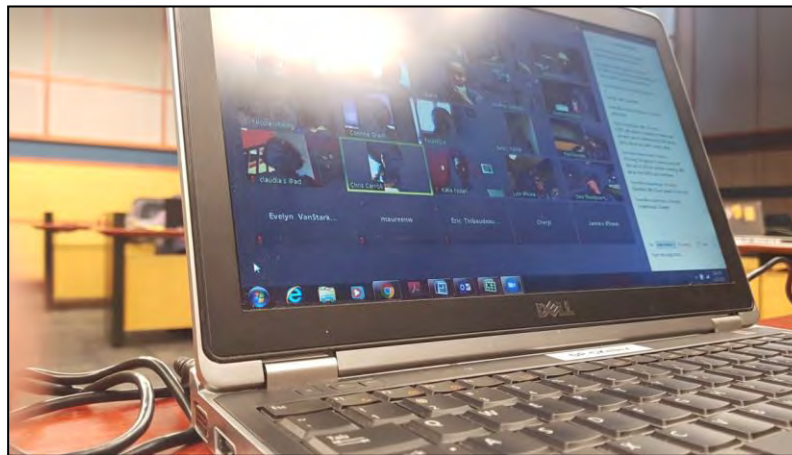
# Renfrew County Economic Task Force





# Task Force Meeting #2

- The Task Force met for their second meeting on May 7<sup>th</sup>
- Action items included:
  - A survey of local municipalities on the level of infrastructure projects that they have planned for 2020 and into 2021
    - Including any planned projects given other levels of funding.
  - Continuation and support of a Support/Buy Local campaign
  - Investigation into Community Improvement Plans and other possible small business funding programs that could be developed and made available (up to \$5,000 for an application based program)
  - Development of a budget to determine the effects of action items on funding resources



# Three Phases of Recovery



Phase 1  
Response to Crisis



Phase 2  
Limited Openings



Phase 3  
Recovery Efforts



# Phase One Response to Crisis

## SITUATION

- Lockdowns of businesses initiated
- Essential businesses designated
- Concerns regarding increased spread
- Closures, lay-offs, income loss
- Severe impacts to public health, emergency services, daycare, long term care homes
- Government offices closed

## RESPONSE / ACTIONS

- Business consultation and communication
  - Keep website updated
  - Help businesses navigate and access pandemic programs and funding
  - Share best practices on working from home
  - Monitor health-related options for limited openings
  - Track sectors
  - Map possible assistance (wi-fi, take-out, etc.)
- Continuity of business programs for entrepreneurs (Starter, Summer)
- Tourism assessment and communication
  - Development of a Tourism specific recovery plan
- Task force to set action items





# Phase Two Limited Openings

## SITUATION

- Provincial orders and directions begin to allow businesses to reopen and resume
- People are returning to the workplace
- Daycares open up
- Schools reopen - parents can get back to work
- Limited opportunities begin for return to “new normal”, allowing for an increase in trade, public gatherings, tourism, etc.

## RESPONSE / ACTIONS

- Begin support local campaign
- Support the development and continuation of major municipal infrastructure projects
- Help businesses prepare for reopening / connect with what they require
  - Website development/assistance
  - Advice
  - Labour force
  - Supply chain
  - Customers/Safety
  - Financing
- Communication strategy
  - Task Force / Survey
  - Advertising
  - Awareness of supports/incentives



# Phase Three Recovery Efforts

## SITUATION

- New Normal is established – work, schools, socialization, travel, etc. – all models are now well defined for safety
- Investments are being made in re-tooling and expansion efforts
- Province and Federal governments begin to offer recovery funds
- Assessment will have to be done on available resources; labour, disposable income levels
- Second Wave?

## RESPONSE / ACTIONS

- Develop a revitalization fund (granting program) leveraging partnerships at Federal/Provincial levels
- Investigate options for broadband expansion
- Review the County's value proposition
  - Assess which pre-pandemic strengths (and challenges) remain?
  - Are there new problems and gaps that must be addressed?
  - Are there new advantages to living, working, investing in Renfrew County?
    - How do we seize those opportunities? When?



# Phase Three Recovery Efforts

## RESPONSE / ACTIONS (continued)

- Support the recovery of our local businesses
  - Recovery/revitalization funding for those transitioning to a new business model
  - Maintenance of the new COVID-19 products and services developed locally
  - Survey business sectors directly/personally how best to support their recovery
  - Movement of goods, movement of people
  - Labour pool training and development
- Development of a Tourism Development Plan
- Ramp up buy/eat local campaign
- Raise awareness of Renfrew County businesses broader scale
  - Partnership with Ontario East
  - Ottawa Business Journal Regional Eastern Ontario- has been on-going social media channels only, ramping up as feasible
  - Labour market career fairs - is there a need for and will those assist local business, raise general profile
- Preparations for a second wave of pandemic



# Funding

## Funding (Proposed)

Tourism Development Plan	\$30,000 (OVTA funded)
Revitalization Plan	\$200,000
Website development	\$1,500
Support Local Campaign	\$20,000
Ontario East / Regional Marketing Campaign	\$8,000
Workforce Recruitment Development	\$5,000



# Municipal Infrastructure Impact

Planned 2020 Projects – yet to be updated

Municipality

Project

Notes

**COUNTY OF RENFREW**  
**BY-LAW NUMBER 74-20**

**A BY-LAW TO ENTER INTO A LEASE AMENDING AGREEMENT WITH THE RENFREW COUNTY  
AND DISTRICT HEALTH UNIT AT 7 INTERNATIONAL DRIVE, PEMBROKE, ONTARIO**

---

WHEREAS Sections 8, 9 and 11 of the *Municipal Act, S.O. 2001, c. 25*, as amended, authorizes Council to enter into agreements for the purpose of leasing;

WHEREAS the County of Renfrew deems it desirable to enter into a lease amending agreement with the Renfrew County and District Health Unit for the lease of space located at 7 International Drive, Pembroke, Ontario, for a four-month period commencing July 1, 2020 and expiring on October 31, 2020;

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. That the lease agreement marked as Schedule "A" attached to and made part of this By-law shall constitute an agreement between the Corporation of the County of Renfrew, Landlord and the Renfrew County and District Health Unit, Tenant for four-months commencing July 1, 2020.
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this By-law.
3. That this By-law shall come into force and take effect upon the final passing thereof.

READ a first time this 27th day of May, 2020.

READ a second time this this 27th day of May, 2020.

READ a third time and finally passed this this 27th day of May, 2020.

---

DEBBIE ROBINSON, WARDEN

---

PAUL V. MOREAU, CAO/CLERK

**THIS LEASE AMENDING AGREEMENT** dated effective this 30<sup>th</sup> day of June, 2020.

BETWEEN:

**THE CORPORATION OF THE COUNTY OF RENFREW**

herein called the “**Landlord**” of the first part

AND:

**RENFREW COUNTY AND DISTRICT HEALTH UNIT  
(7 INTERNATIONAL DRIVE)**

herein called the “**Tenant**” of the second part

**BACKGROUND:**

1. The Landlord and the Tenant were previously parties to a lease for premises in the Building (as hereinafter defined) dated October 24, 2016 (the “Lease”), which lease was terminated by notice of termination delivered by the Landlord to the Tenant, dated July 26, 2019, which termination was scheduled to be effective as of July 1, 2020 (the “Termination”).
2. The Landlord has agreed to continue the Lease, for a reduced Term, notwithstanding the Termination, for reduced Premises and subject to accommodation of the Landlord’s construction in the Building, prior to the Tenant vacating the Premises.
3. The Landlord and the Tenant have agreed to enter into this agreement, with immediate effect, to rescind the Termination and to make certain amendments to the Lease, on the terms as set out herein.

**EFFECTIVE DATE AND AGREEMENT**

4. All amendments to the Lease are to be effective as of the 1<sup>st</sup> day of July, 2020 (the “**Effective Date**”), save for the acknowledgement of the closure, effective June 1, 2020, of the “Hard Rock Café” provided for in section 14. hereof.
5. All capitalized terms shall have ascribed thereto the definitions as set out in the Lease or as otherwise set out in this Lease Amending Agreement.

**RESCISSION OF TERMINATION**

6. The parties acknowledge and agree that the Termination is hereby rescinded. The Lease shall continue in full force and effect, subject to the amendments herein contained.

**AMENDMENTS TO LEASE**

7. For value received, the Landlord and Tenant agree that the Lease is amended from and after the Effective Date as herein provided.
8. Schedule B-1 attached to this Lease Amending Agreement shall be added to and form part of the Lease.
9. The definitions of “Premises” is deleted and replaced with the following:  
“**Premises**” means the premises containing a Rentable Area, which, as of the Commencement Date, shall be 15,706 square feet (including a gross-up for common areas of 12%) of administrative office area on the first floor of the Building and as from

the Effective Date shall be 11,966 square feet (excluding any gross-up for common areas) of administrative office area on the first floor of the Building. For greater clarity, the Premises as of and from the Effective Date shall be as illustrated in the sketched attached as Schedule B-1.”

10. Notwithstanding the changes to the definition of the Premises in the immediately preceding section, the Tenant acknowledges and agrees that the following portions of the Premises, identified in Schedule B-1, will no longer be available to the Tenant as and from August 1, 2020:

- i. Classroom;
- ii. Lunch Room/Kitchen Area and Prenatal Area; and
- iii. Archive Room (this may be extended until such later date as the Landlord may agree in writing).

The Tenant acknowledges and agrees that Rent shall not be abated following the removal of the aforesaid portions of the Premises, the Rent having been determined in contemplation of same. The Tenant further acknowledges and agree that reduced use of the Premises or reasonable disruption in their use due to the Landlord’s construction activities shall not, for the purposes of the Lease, be considered a breach of the Landlord’s covenant for quiet enjoyment.

11. Section 2.1 of the Lease is deleted and replaced with the following:

“TO HAVE AND TO HOLD the Premises for and during the Term of Three (3) years and Eight (8) months, commencing on March 1, 2017 (the "Commencement Date") and ending on October 31, 2020, unless previously terminated pursuant to the terms of this Lease.

12. Paragraphs 3.1(d) and 3.1 (e) of the Lease is deleted and replaced with the following:

“(d) The Tenant covenants to pay to the Landlord for the following periods that are each less than a year, in lieu of Annual Rent, the following Rent:

- i. For the period commencing on March 1, 2020 and ending on June 30, 2020, the sum of **One Hundred and Twelve Thousand, Eighty One Dollars and Eight Cents (\$112,081.08)**, plus HST, payable in equal and consecutive monthly instalments of **Twenty Eight Thousand, Twenty Dollars and Twenty Seven Cents (\$28,020.27)** plus HST, as applicable, on the first day of each and every month from and including March 1, 2020 through to and including June 1, 2020; and
- ii. For the period commencing on July 1, 2020 and ending on October 31, 2020, the sum of **Eighty Five Thousand, Three Hundred and Ninety One Dollars and Seventy Two Cents (\$85,391.72)**, plus HST, payable in equal and consecutive monthly instalments of **Twenty One Thousand, Three Hundred and Forty Seven Dollars and Ninety Three Cents (\$21,347.93)** plus HST, as applicable, on the first day of each and every month from and including July 1, 2020 through to and including October 1, 2020.”

13. Section 6.4 of the Lease is deleted.

14. The Tenant acknowledges that the Landlord has commenced construction in the Building as of the Effective Date and that construction activities (including, without limitation, reduced access, installation of construction hoarding, etc.) will impact on the Tenant’s continued use of the Premises, the Landlord agrees to provide to the Tenant access to the Common Areas and Facilities, to the extent reasonably possible. Public Washroom access and Fire Exiting will be maintained. The Tenant acknowledges that that portion of the Common Areas and Facilities known as the “Hard Rock Café” is no longer available for use by tenants of the Building, as of June 1, 2020. Notwithstanding that the Tenant will be deprived of use of the aforesaid Common Areas and Facilities, there shall be no



abatement of Rent and the Tenant acknowledges and agrees that restricted access to same or reasonable disruption due to the Landlord's construction activities shall not, for the purposes of the Lease, be considered a breach of the Landlord's covenant for quiet enjoyment.

15. In all other respects, the provisions of the Lease are unamended, in full force and effect and binding upon the parties hereto.
16. The parties agree that this Lease Extension and Amending Agreement may be transmitted by facsimile or electronic transmission and executed in counterparts (each such counterpart constituting one and the same instrument) and that the reproduction of signatures by way of facsimile or electronic transmission will be treated as though such reproduction were executed originals.

**IN WITNESS WHEREOF** the parties have executed this Lease Extension and Amending Agreement as of the date first above written.

LANDLORD: THE CORPORATION OF THE COUNTY OF RENFREW

Per: \_\_\_\_\_  
Name: Debbie Robinson  
Title: Warden, County of Renfrew

Per: \_\_\_\_\_  
Name: Paul V. Moreau  
Title: Chief Administrative Officer/Clerk

I/we have authority to bind the Corporation

TENANT: RENFREW COUNTY AND DISTRICT HEALTH UNIT

Per: \_\_\_\_\_  
Name:  
Title: Chair, Board of Heath  
I have authority to bind the Corporation

SCHEDULE B-1 (Premises as and from Effective Date)



## **Human Resources Department Report**

Presented by Mr. Bruce Beakley, Director of Human Resources

Members of County Council:

### **INFORMATION**

#### **1. Employee Benefits Program**

Effective June 1, 2020, the Township of Laurentian Valley will be joining the Municipalities Benefit Committee. Tabled is a Memorandum from Cowan, along with a signed copy of Addendum #4 of the Terms of Reference for the Employee Benefits Program for the County of Renfrew and Participating Municipalities reflecting the addition of the Township of Laurentian Valley.

### **BY-LAWS**

#### **2. Telecommuting Policy**

**Recommendations:** That County Council approve the new Corporate Policy E-10 Telecommuting; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to Establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted at this session of County Council.

#### **Background**

In the wake of COVID-19, the Director of Human Resources, working directly with the Senior Leadership Team, developed a Corporate Policy E-10 Telecommuting. Tabled is Policy E-10 Telecommuting, and Corporate Policies By-law 63-03.

It is not practical or possible to have all our positions work from home. What our experience has been in the first 8 weeks of COVID-19, and approving a number of our employees to work from home, is that there are a number of positions that can work from home successfully with a modified work schedule when combined with virtual meetings.

The Senior Leadership Team is seeking to formalize telecommuting by implementing not only a Corporate Policy related to the procedure and process for telecommuting, but also with the introduction of a more formalized agreement signed by the employee and their Director as a due diligence step.

In addition to the preparation of the new Corporate Policy E-10 Telecommuting, the Human Resources department, in conjunction with the Senior Leadership Team, have developed and implemented a number of internal Standard Operating Procedures (SOP):

(a) HR-38E COVID-19 New Workplace Normal Statement

This SOP speaks to self-isolation, reporting obligations, continuity of operations, screening process, compensation, medical certificates, limiting meetings and business travel, leaves of absence, safety precautions, work refusals and employee performance and conduct.

(b) HR-39E Restricting County Facility Access

This SOP provides internal guidance while in a State of Emergency. It deals with unrestricted access, restricted public access, restricted staff access and screened access including signage.

(c) HR-40E Masks for Non-Healthcare County Settings

On May 15, 2020 a directive came from the Renfrew County and District Health Unit identifying that the general public should start wearing face masks where social distancing and the 2 metre rule can not be maintained. The SOP deals with the provision of masks, donning, doffing and disposal, and mask storage.

DATE: May 8, 2020

TO: County of Renfrew and Participating Municipalities

FROM: Cowan Insurance Group

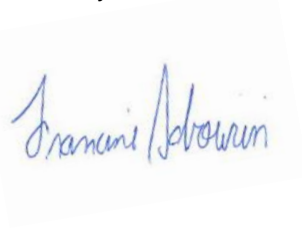
Subject: Addendum # 4 – Terms of Reference Employee Benefits Program for the County of Renfrew and Participating Municipalities

Please find enclosed a signed copy of Addendum # 4 of the Terms of Reference for the Employee Benefits Program for the County of Renfrew and Participating Municipalities reflecting the addition of The Township of Laurentian Valley who is joining the Municipalities Benefit Committee (MBC) effective June 1, 2020.

Please insert the Addendum # 4 with your copy of the Terms of Reference.

Should you have any questions, please do not hesitate to contact us.

Sincerely,



Francine Sabourin  
Senior Service Consultant  
Cowan Insurance Group

c.c. Anne Marie Nevins

Enclosure



**ADDENDUM # 4**

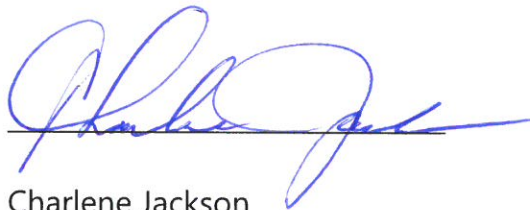
**TERMS OF REFERENCE**

**EMPLOYEE BENEFITS PROGRAM**

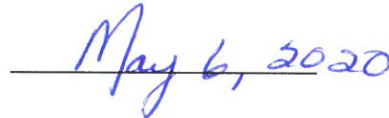
**FOR THE COUNTY OF RENFREW AND PARTICIPATING MUNICIPALITIES**

Effective June 1, 2020, The Township of Laurentian Valley joined the Municipalities Benefit Committee (MBC) and will be part of the current Terms of Reference as a new membership.

This addendum will form part of the Terms of Reference to include the above. The Terms of Reference has been endorsed by, dated this 1<sup>st</sup> day of May 2020, as attached.



Charlene Jackson  
Township of Laurentian Valley



Date

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 6

#### **POLICY STATEMENT:**

The County of Renfrew recognizes that there may be, on occasion, circumstances when it would be more beneficial or flexible for an Employee to work at home or at an alternate location (telecommute) on a temporary basis, or in order to complete a particular task (e.g. special project, detailed data review, or a temporary accommodation) which requires an environment where there are less interruptions.

However, it is not possible to offer all Employees to telecommute as the requirements of most jobs will not be suitable for such arrangements. (Front line workers in Long Term Care, Paramedics or Public Works Equipment Operators as examples)

Telecommuting is not a universal privilege and will be arranged or revoked on a case-by-case basis.

#### **OBJECTIVES:**

1. This policy outlines the process used and expectations for Employees to telecommute. All telecommute arrangements are subject to the discretion of the County of Renfrew. Employees will only be permitted to work from home if approved by their County of Renfrew Senior Leadership Team Director to do so.
2. This policy does not alter or replace the terms of an existing employment contract. Employees must comply with all County of Renfrew rules, policies, practices, and instructions that would apply if the employee were working at the regular County of Renfrew worksite.
3. Work hours, compensation, and leave scheduling will continue to conform to applicable policies and agreements.
4. Requests to work overtime or use leave time must be approved by the Employee's supervisor in the same manner.
5. Working from home may be feasible for those Employees whose work requires them to write, perform research or complete data analysis or may be part of a temporary workplace accommodation.

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 6

6. If an Employee is required to have face-to-face contact with other Employees, residents, patients, clients or the public, or requires frequent access to material and documents that cannot be removed from the designated workplace, Employees may not be permitted to telecommute. Confidential documents must not leave the building. All non-confidential documents must be signed out and then signed back in when they are returned to the office.
7. Each Senior Leadership Team Director will be required to determine the suitability of approving any of their Employee's ability to telecommute.

#### **FLEXTIME OPTIONS:**

The ability to provide flextime will be based upon the specific requirements of the position, balanced with the needs of the Employee, and overall operational considerations taking into account our need to continue to provide essential services to our community.

#### **PERFORMANCE MANGEMENT:**

Working from home should not affect an employee's ability to complete day-to-day functions, including communicating with colleagues, management, customers, and so on. Employees must stay updated on department and work events.

Employees must keep supervisors informed on the progress of assignments and reach out for support if needed. If an Employee's presence is required for a meeting at the worksite and meets infection control guidelines, reasonable notice will be provided.

#### **AUTHORIZATION TO WORK AT ALTERNATE LOCATION:**

When an Employee makes a request, prior authorization is required before an Employee can work at an alternate location. The Employee must make the request to their department manager, who will review the request in consultation with the department Director. The decision of the department Director is final.

The County reserves the right to withdraw their approval for working at an alternate location if they believe its use is being abused or for any other reasonable needs of the Employer to carry out its operations.

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 3 of 6

#### **QUALIFYING CONDITIONS:**

1. All telecommuting or alternate location decisions shall be made in a fair, equitable and transparent manner. Each request will be dealt with on a case-by-case basis, taking into consideration the feasibility and operational requirements of the Employer, and the cost effectiveness of the arrangement.

Factors that may be considered when determining the feasibility of working at home include:

- a) Whether it meets the organization's operational needs;
  - b) Whether the Employee is able to attend at their work location;
  - c) Whether supervision is possible;
  - d) Whether normal productivity standards can be met;
  - e) Whether the Employee's position requires face-to-face interaction with others at the workplace, including supervision of others;
  - f) Whether equipment or supplies or adequate internet connectivity, essential to job performance are available or can be provided at the Employee's home;
  - g) The ability for the Employer to provide County of Renfrew equipment to perform the work; and
  - h) The limited availability for remote access having regard to numbers of user licenses for various software applications.
2. Eligibility to be able to work from an alternate location on an occasional or temporary basis is dependent on specific criteria being fulfilled.

The Employee must:

- a) Obtain prior written approval by the department Director recognized by signing the telecommuting agreement between the Employer and the Employee;
- b) Confirm the required hours of work with the department Director;
- c) Ensure that the workspace is conducive to standard levels of productivity and free of other distractions (e.g. dependent care responsibilities);
- d) Accomplish all agreed upon objectives; and
- e) Ensure that all daily operations of the position can be maintained

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 4 of 6

#### **MAINTAIN CONTACT:**

1. Employees are required to ensure that they maintain frequent contact with their supervisor/ manager during hours of work.
2. Employees are required to provide a contact phone number that they may be reached during regular working hours. Virtual meetings within the reporting relationship and with coworkers are encouraged on a regular basis for those who telecommute.
3. Employees require the necessary internet connectivity to participate in virtual meetings as required by the Employer.
4. Employees are expected to maintain their regular lunch and break schedules or other pre agreed break times as arranged between the Employee and their immediate supervisor.

#### **CONFIDENTIALITY AND ACCESS – USE OF COUNTY OF RENFREW PROPERTY**

Employees must use County of Renfrew provided devices when working from home to ensure that the appropriate software and programs are being used while maintaining data security and confidentiality. All completed and working copies of documents must be saved on the County of Renfrew online system with limited access so that information is available to those who may require its use from the County of Renfrew worksite. Failure to use County of Renfrew approved devices may leave County of Renfrew data vulnerable to a breach and may result in disciplinary action up to and including termination.

- a) County of Renfrew owned resources may only be used for business purposes. Employees must take reasonable steps to protect any County of Renfrew property from theft, damage, or misuse. Depending on the circumstances, the employee may be responsible for any damage to or loss of County of Renfrew property.
- b) Equipment and files shall only be accessible to the Employee and must be safeguarded from access by other members of the household and visitors. County of Renfrew staff may require access at a reasonable time to equipment and County of Renfrew records (paper and electronic) kept at an Employee's alternate location. Employees must ensure compliance to privacy legislation such as the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) at all times.

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 5 of 6

## **HEALTH AND SAFETY – WORKPLACE ILLNESS OR INJURY WHILE WORKING FROM HOME**

1. Should the Employer authorize work at home, the Employee shall be required to report to their manager, without delay, any accident for job-related injuries that occur in the course and scope of employment while working from home. The supervisor or manager will maintain its reporting obligation to the Workplace Safety and Insurance Board (WSIB), where required. In addition, the Employer maintains the right to investigate any alleged accident or injury claims that occur at the home.
2. Employees will not meet with clients or their coworkers in person in their home location. Pre-approved virtual meetings with clients permitted.
3. The County of Renfrew is committed to ensuring that the alternate worksite is safe and ergonomic. The County of Renfrew may make onsite visits to the Employee's work site at a mutually agreed upon time to ensure that the designated workspace is safe and free from hazards. If the workspace is unsafe and cannot be made safe, the County of Renfrew may refuse or revoke the Employee's work from home arrangement.
4. Employees working from home will be covered by workers' compensation for job-related injuries that occur in the course and scope of employment while working from home. The Employee remains liable for injuries to third parties that occur on the Employee's premises.

### **ABSENCE REPORTING:**

In the event that the employee is ill or requires time off during a period of working at an alternate location, the normal process of requesting approval and recording hours taken will apply.

### **TRAVEL AND OTHER EXPENSES:**

1. Any travel expenses are per the County of Renfrew Expense Reimbursement policy. Mileage will be paid from either the Employee's home location or their normal work location whichever is lessor.
2. Employees approved to work at home are expected to provide their own utilities including but not limited to furniture, lighting, heating, internet, telephone, printer supplies, etc.

Corporate Policies and Procedures			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> E-10
<b>POLICY:</b> Telecommuting			
<b>DATE:</b> MAY27/20	<b>REV. DATE:</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 6 of 6

3. The County of Renfrew will not be held liable for any damages to an Employee's property or any injuries to family members, visitors or other's in the Employee's home.
4. It is the Employee's responsibility to consult with an insurance agent for any coverage implications due to telecommuting. The Employee must certify they have home insurance.

**Located on the Staff Intranet, under County Staff/Forms/General:**

Appendix A: Employee Agreement

## **TELECOMMUTING AGREEMENT**

**Between**

**The County of Renfrew  
Hereinafter referred to as “the County”**

**And**

**Hereinafter referred to as “the Employee”**

This Telecommuting Agreement does not alter or supersede the terms of the existing employment relationship. The Employee remains obligated to comply with all County rules, policies, practices and instructions that would apply if the Employee were working at his/her regular County worksite.

Work products developed or produced by the Employee while working from home remain the property of the County.

### **Work Hours and Approvals**

- The Employee will work . Hours of work will progress if medical information supports the increase, if applicable.

### **Equipment, Equipment Insurance, Office Supplies**

- County-owned resources may only be used for County business. The Employee is responsible for ensuring that all items are properly used.
- The Employee agrees to take reasonable steps to protect any County property from theft, damage or misuse. Depending on the circumstances, the Employee may be responsible for any damage to or loss of County property.
- The Employee agrees to return, in good working order and in a timely fashion, all County-owned items used at the alternate worksite upon request or if the working from home agreement is discontinued for any reason.



### Information Handling Requirements

- The Employee agrees to maintain data security and record confidentiality to at least the same degree as when working at the regular County worksite.
- The Employee agrees to save all completed and working copies of their documents on County of Renfrew online system.
- All devices utilized for County use in the home must be provided by County of Renfrew.
- The Employee may not duplicate County-owned software and will comply with the licensing agreements for use of all software owned by the organization.

### Telecommuting Guidelines

- Employees who work from home are required to designate a spot in their home as a specific alternate work site that is subject to inspection by the County, if requested.
- The Employees work area must be in a private location in order to ensure confidentiality.
- The County may make on-site visits to the Employee's work site, at a mutually agreed upon time, to ensure that the designated work space:
  - is safe and free from hazards;
  - that the worksite is designed in a way that maintains confidentiality; and
  - to maintain, prepare, inspect or retrieve County-owned equipment, software, supplies and furniture.
- In the event that the Employee does not have and/or cannot create a workspace, which is deemed safe and able to maintain confidentiality, the County may refuse or revoke the employees working from home arrangement.
- The Employee will be covered by WSIB for job-related injuries that occur in the course and scope of employment while telecommuting. The Employee remains liable for injuries to third parties and/or members of the Employee's family on the Employee's premises.

### Acknowledgment and Agreement

I, , acknowledge that I have read and understand the Telecommuting Agreement with the County of Renfrew.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Witness: \_\_\_\_\_



### Home Office Health & Safety and Ergonomic Checklist

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Job Title: \_\_\_\_\_

Assigned Office: \_\_\_\_\_

#### **Health & Safety**

- Office space is neat, clean and free of hazardous material? ☐ Yes ☐ No
- Floor surfaces are clean, dry and free of slip/trip hazards ☐ Yes ☐ No
- Aisles and doorways are free of obstructions? ☐ Yes ☐ No
- Temperature, noise, ventilation and lighting are adequate? ☐ Yes ☐ No
- Cabinets/drawers are arranged so that they do not open into walkways? ☐ Yes ☐ No
- All electrical equipment is in good working condition? ☐ Yes ☐ No
- All cords are properly secured? ☐ Yes ☐ No
- Smoke detectors are in good working condition? ☐ Yes ☐ No
- Is there a fire extinguisher in the home? ☐ Yes ☐ No
- Is there a first aid kit in close proximity? ☐ Yes ☐ No
- Is there a carbon monoxide detector in the home? ☐ Yes ☐ No
- Have emergency exits been established and easily accessible? ☐ Yes ☐ No

#### **Ergonomics**

- Keyboard and mouse on same platform? ☐ Yes ☐ No
- Chair is adjustable? ☐ Yes ☐ No
- Proper lighting? ☐ Yes ☐ No
- Phone within arm's reach? ☐ Yes ☐ No

*It is expected that employees in home offices will follow safe work practices and report any injury or illness that arises out of the course of employment immediately to their Manager.*

- ☐ I have included pictures of my home office environment, which demonstrate all health & safety, and ergonomic elements are met.
- ☐ I understand that it is my responsibility to complete this checklist yearly and review it with my manager.
- ☐ I agree to comply with the above standards as a part of having a home office. I also understand that failure to do so may result in termination of the home office arrangement.

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Witness: \_\_\_\_\_

Health & Safety  
and Wellness  
Specialist: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**COUNTY OF RENFREW**

**BY-LAW NUMBER 73-20**

**A BY-LAW TO AMEND BY-LAW 63-03 HUMAN RESOURCES CORPORATE  
POLICIES AND PROCEDURES FOR THE COUNTY OF RENFREW**

---

WHEREAS on October 29, 2003 the Corporation of the County of Renfrew enacted By-law No. 63-03, a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew as amended on November 26, 2003, January 28, 2004, April 28, 2004, August 26, 2004, October 27, 2004, November 24, 2004, January 26, 2005, April 27, 2005, June 29, 2005, August 31, 2005, March 29, 2006, June 28, 2006, October 25, 2006, January 31, 2007, March 2, 2007, September 26, 2007, November 28, 2007, March 26, 2008, June 25, 2008, January 28, 2009, March 25, 2009, May 27, 2009, June 24, 2009, October 28, 2009, November 25, 2009, January 27, 2010, June 29, 2010, August 25, 2010, January 26, 2011, February 23, 2011, March 30, 2011, May 25, 2011, September 28, 2011, March 29, 2012, May 30, 2012, August 29, 2012, January 30, 2013, February 28, 2013; February 27, 2014; October 29, 2014; March 25, 2015; October 28, 2015; January 27, 2016; August 31, 2016, November 30, 2016, August 30, 2017, November 29, 2017, January 31, 2018, March 28, 2018, April 25, 2018, May 30, 2018, November 28, 2018, April 24, 2019, March 25, 2020 and April 29, 2020.

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of amending an existing policy;

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. That the following policy attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
  - E-10 Telecommuting
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27<sup>th</sup> day of May, 2020.

READ a second time this 27<sup>th</sup> day of May, 2020.

READ a third time and finally passed this 27<sup>th</sup> day of May, 2020.

---

DEBBIE ROBINSON, WARDEN

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PAUL V. MOREAU, CLERK

## Finance Department Report

Presented by Mr. Jeff Foss, Treasurer/Director of Finance

Members of County Council:

### INFORMATION

#### 1. COVID-19 Corporate Financial Summary (to April 30, 2020)

The Finance Department continues to track all COVID-19 related financial activities, and the following chart summarizes these initiatives for all County of Renfrew Departments:

COVID19 Financial Summary to April 30, 2020								
Department	OT1	REG1	SICK1	Expenses	Total	Revenues	Net Expense/(Surplus)	Notes
	Payroll	Payroll	Payroll					
Admin				9,211	9,211		9,211	
BM	1,680	44,087	21,260	42,932	109,959	(75,000)	34,959	MOH \$75k Apr + \$12k/\$200 pb May
Child Care				91	91		91	
Ec Dev				1,471	1,471		1,471	
HR		1,246			1,246		1,246	
Housing	597		2,324	284,631	287,552	(270,210)	17,342	MMAH \$1,773,100 CHPI (10% max for admin costs)
ML	3,547	28,504	12,344	9,414	53,809	(75,000)	(21,191)	MOH \$75k Apr + \$12k/\$200 pb May+\$10k/\$200pb outbreak
OW			3,331		3,331		3,331	
Property				880	880		880	
Paramedic	38,575	198,976	35,874	120,203	393,628	(252,686)	140,942	\$5k/day Mar, \$6k/day Apr, \$9k May plus start up expenses
Public Works			1,852	1,301	3,153		3,153	
<b>Totals</b>	<b>44,399</b>	<b>272,813</b>	<b>76,985</b>	<b>470,134</b>	<b>864,331</b>	<b>(672,896)</b>	<b>191,435</b>	

#### 2. Hermes Creative Award – New County of Renfrew Website

We are very pleased to advise that our new County of Renfrew website project has won a Gold Award in the Hermes Creative Awards. eSolutions Group submitted our new website design into this international competition which honors excellence in creative print and web design, marketing and communications projects from all over the world, and is administered and judged by the Association of Marketing and Communications Professionals (AMCP). A Gold Award requires entries to receive a score of 80-89 out of 100. The County of Renfrew regularly provides up to date information and communications to residents, businesses and visitors on its municipal services and programs. In order to better serve the members of our community, the County of Renfrew sought to update our first point of communication to ensure that the new site is inclusive and can be used by anyone, anywhere. The website went live on February 5, 2020 and the County of Renfrew's new website provides refreshed content and up-to-date information to all users now and into the future.

#### 3. Possible Virtual Courtroom

When the *Provincial Offences Act* courts receive the approval to re-open, possibly for July 6, 2020 at the earliest, people will be strongly discouraged from attending any courthouses. All proceedings will be held by audio conference or video conference, unless otherwise directed.

The Liberty High Criteria Company video conference system is presently available to connect with interpreters at the Pembroke court. The POA Manager contacted the Liberty High Criteria company to inquire if a video virtual courtroom is possible for our Pembroke court. The company is presently developing the system. Mr. Jeff Foss, Director of Finance/Treasurer, Mr. Chris Ryn, Manager of Information Technology and Ms. Ginette Poole, Manager of Provincial Offences participated in a teleconference with Mr. Gordon Bennett, Liberty High Criteria Company to discuss how the system operates.

Tabled is a copy of details of the Liberty Virtual Courtroom, which includes the following features:

- Individual audio recording channel for each participant in the hearing;
- Unique logon ID and password for each participant in the hearing; and
- Accountability and auditing for each hearing captured in the Virtual Courtroom.

4. Council Remuneration

Tabled is the Treasurer's Statement of Remuneration and Expenses paid to County Council as at March 31, 2020. Council will note that the column entitled "Convention Expenses" currently contains significant conference registration fees. We continue to receive refunds and reimbursements for conference registration and future Council Remuneration reports will reflect those recoveries.

5. Treasurer's Report – March 31, 2020

As directed by County Council, the Treasurer's Report is to be provided on a quarterly basis from January to September. Accordingly, tabled is a copy of the March 31, 2020 Treasurer's Report for the General Revenue Fund, Bonnechere Manor, Miramichi Lodge, Public Works and Renfrew County Housing Corporation. In addition, the monthly one page financial summary is also tabled.

6. Municipal Finance Officers' Association of Ontario (MFOA)

Tabled is a Municipal Finance Officers' Association of Ontario (MFOA) report entitled "The Financial Implications of the COVID-19 Pandemic on Municipalities: First Report". This report is the first of a series of papers that MFOA will release regarding the financial implications of the COVID-19 pandemic for municipalities and recommendations for support from other orders of government. The impact of COVID-19 on municipalities is constantly evolving, and as such, the current recommendations are based on information obtained by MFOA staff up to the end of April 2020. Future reports will reflect our latest understanding of impacts.

7. Association of Municipalities of Ontario (AMO) - Pandemic Pay Update

Late on Friday, May 15th, the Province updated its Pandemic Pay website to say that “As of May 15, ministries have contacted all eligible employers, service delivery partners or employer associations”.

This raised confusion with many of our AMO members as they, as municipal employers of public health, paramedic services and housing/shelter staff, had not yet been contacted by the Province on this program. AMO believes that the Province may have been referencing some very initial discussions on the pandemic pay program they have had with AMO staff, the Ontario Municipal Human Resources Association, and the City of Toronto as the above-mentioned contact with municipal employers.

AMO is awaiting further information on the program design and the eligibility criteria – which, of course, will form the crux of the program. At this point, the AMO update of May 7th is still our best understanding of the program, “Under this temporary program, municipal governments have eligible full and part-time front-line staff who work in the following program areas: public health, paramedic services, long-term care homes, and housing and shelters. This will involve three ministries and four program areas”.

AMO is aware of a May 15th letter from the Deputy Minister, Ministry of Long-Term Care, Richard Steele, to Long-Term Care Home Licensees regarding their temporary pandemic pay programs. A copy of this letter is tabled and indicates that the Ministry’s funding will be through the Licensees’ Direct Funding Agreements. Further program policy will outline the specific funding program requirements, and the funding will be subject to accountability and reporting requirements. Deputy Minister Steele noted that additional details regarding direct funding allocations and the detailed program policy will be communicated at the beginning of June and that it is anticipated that the money would begin flowing as soon as possible.

As noted, AMO is not aware of any similar program details available yet for public health, paramedic services, long-term care homes, and housing and shelters employers. As this information becomes available, either by program area, ministry, or in an integrated municipal approach, AMO will update members immediately.

8. Shared Cost Services – Long Term Care Homes

Council will recall that at the January 2020 session, a resolution was adopted as follows:

**RESOLUTION NO. FA-CC-20-01-11**

THAT County Council approve a By-law authorizing the Warden and Clerk to Enter Into a Memorandum of Understanding Between the Corporation of the City of Pembroke and the Corporation of the County of Renfrew for Shared Cost Services – Long Term Care Homes.

This was adopted following the confirmation that the City of Pembroke had considered the proposal at their December 17, 2019 Parks and Recreation Committee meeting and the Committee had recommended the following:

“Freeze the City of Pembroke’s percentage share of (long-term care) costs at the 2019 rate of 30.63% with the stipulation that the December 31<sup>st</sup> resident population (census) data still be provided to the City of Pembroke by March 31 of the following year.”

The City of Pembroke had noted that although the annual census would not be used for the cost sharing arrangement under this short-term revised arrangement, it would still provide valuable information to develop a medium-term trend under the new census methodology as they look to possible renegotiations in 2021.

Accordingly, Mr. Jeffrey Foss, Director of Finance/Treasurer sent an email, which is attached as Appendix I, on March 30, 2020 to Ms. Angela Lochtie, Treasurer/Deputy Clerk, City of Pembroke advising that the December 31, 2019 resident population (census) data was as follows:

- City of Pembroke 27.80%
- County of Renfrew 72.20%

9. 2020 Annual Repayment Limit

Tabled is a letter dated March 13, 2020 from the Ministry of Municipal Affairs and Housing providing the County of Renfrew’s 2020 Annual Repayment Limit (ARL) respecting long-term debt and financial obligations. The ARL was calculated based on 25 percent of the County of Renfrew’s 2018 net own source revenues as reported in our 2018 Financial Information Return (FIR).





## THE LIBERTY VIRTUAL COURTROOM

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### Liberty Virtual Courtroom

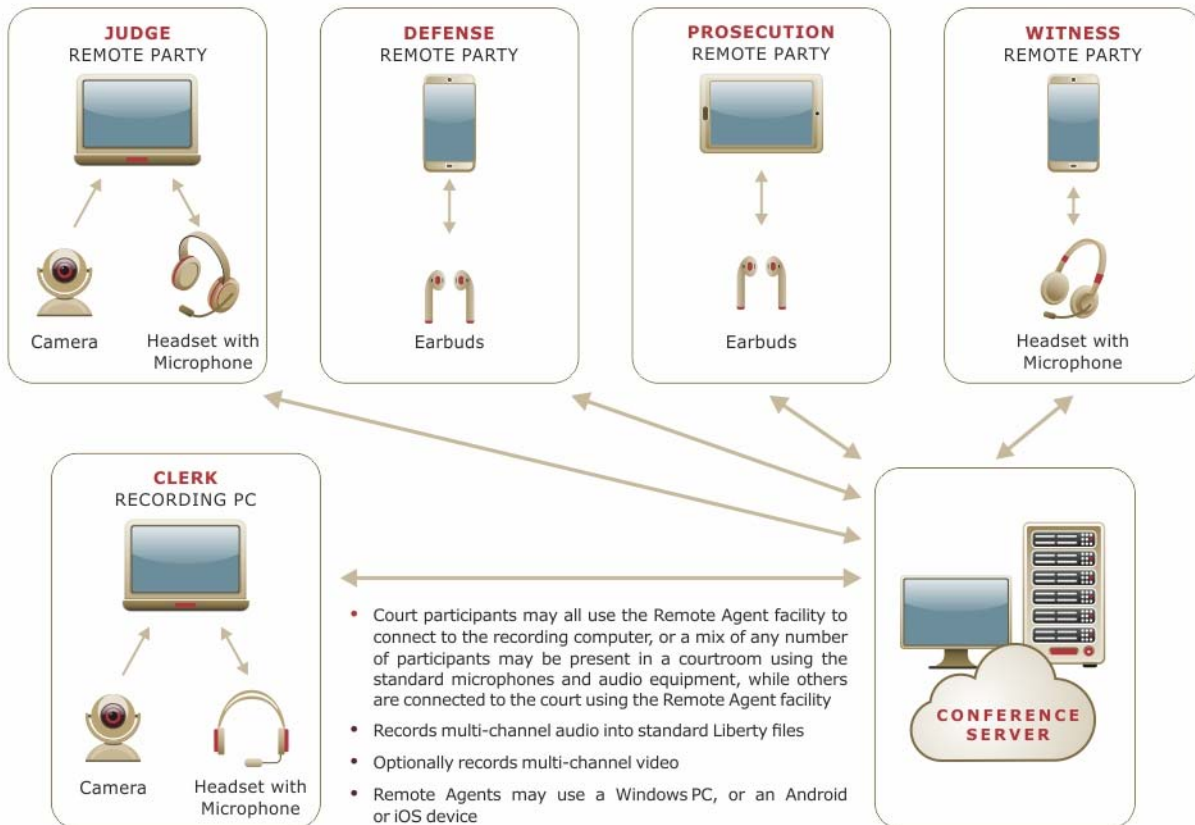


The Liberty Virtual Courtroom provides a court of record with an Internet-based, virtual courtroom environment where a complete and accurate, multi-audio channel recording of the proceedings can be made, suitable for use by a certified transcriptionist.

Although there are many good conferencing systems available that offer general-purpose meeting and recording features, such systems are not designed to address requirements for holding a proceedings of record and ensuring the integrity of that record. The Liberty Virtual Courtroom was designed specifically to address the needs related to holding virtual hearings managed by courts of record.

The Liberty Virtual Courtroom allows a clerk to bring various parties into a conference over the Internet. Parties may participate with both audio and video, or with audio only, as required by the court. The proceedings are recorded into a standard, multi-audio channel Liberty recording file where each party is captured on a separate recording channel. The Liberty Player program can then be used to playback the recording and allow a transcriptionist to identify and isolate the audio playback of each participant. Each party is provided with a unique id and password that allows them access to the system. Unique ids ensure accountability to the parties and provides an audit trail of hearing participation.

### Liberty Virtual Courtroom



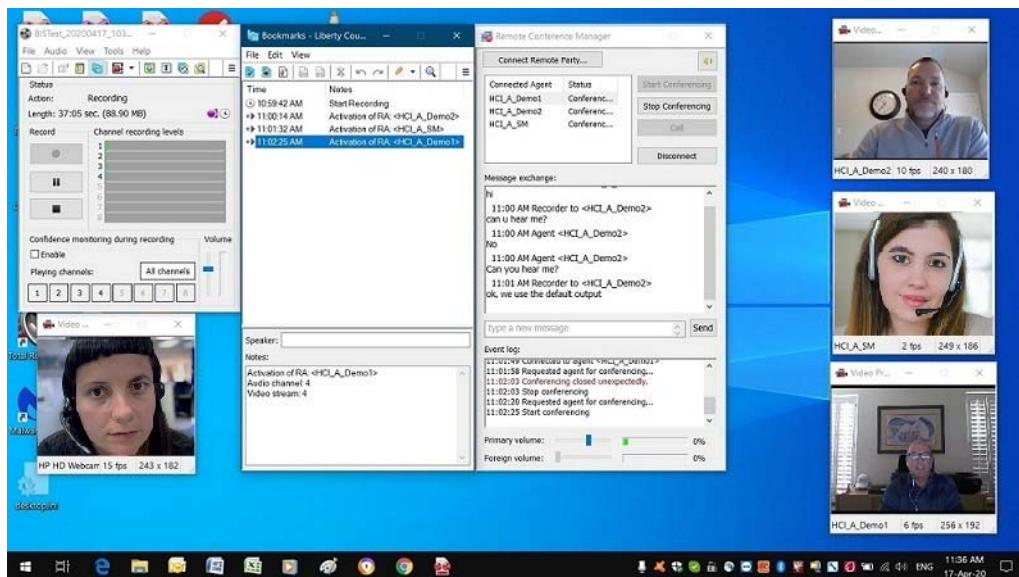
### Virtual Courtroom Features Include:

The Liberty Virtual Courtroom includes the following features:

- Individual audio recording channels for each participant in the hearing.
- Unique logon id and password for each participant in the hearing.
- Accountability and auditing for each hearing captured in the Virtual Courtroom.
- Complete end-to-end encryption of all the media data and other materials in accordance with encryption standards and protocols defined in the U.S. National Institute of Standards and Technology, [NIST Special Publication 800-131A](#).
- Optional streaming of the hearing to a website, a Wowza server or to 3rd party sites such as YouTube.
- Configurations where a number of the participants are local to the courtroom, and the remainder are connected remotely.
- All of the standard features and facilities as found in the Liberty Court Recorder.

### Screen Capture of the Liberty Virtual Courtroom

The screen capture below illustrates a Liberty Virtual Courtroom session with one clerk and three remote participants. Each participant is recorded in their own, individual audio channel.



### Virtual Courtroom Remote Agent Program

To access a Liberty Virtual Courtroom, parties must download and install the Liberty Remote Agent program onto their computer. [Follow this link to download the Remote Agent program for the Liberty Virtual Courtroom, available at no-cost.](#)

### Contact High Criteria for more Information

More details on the Liberty Recorder program can be obtained by contacting High Criteria at **905-886-7771 & press 1** or at [sales@libertyrecording.com](mailto:sales@libertyrecording.com).

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**MARCH 2020 - YEAR-TO-DATE**

To the Warden and Members of the Renfrew County Council:

The following is an itemized statement of remuneration and expenses paid to, and on behalf of each member of Renfrew County Council.

Name	Payroll				Payroll & Accounts Payable	Payroll & Accounts Payable	Accounts Payable		TOTAL
	Salary	ADHOC Per Diem	Mileage	Expenses	FCM AMO Advocacy / Delegations	CONVENTION Expenses (\$3,900 max)	ADHOC Expenses	OTHER Expenses	
Bennett, David	2,345.34	0.00	354.00	0.00	0.00	0.00	0.00	0.00	2,699.34
Brose, James	2,697.00	486.00	351.64	0.00	0.00	2,840.51	0.00	0.00	6,375.15
Doncaster, Glenn	2,345.34	486.00	531.00	0.00	0.00	813.06	0.00	0.00	4,175.40
Donohue, Michael	2,812.00	486.00	439.55	0.00	161.35	1,616.02	0.00	0.00	5,514.92
Emon, Peter	2,345.34	1,215.00	637.20	0.00	5,384.72	0.00	0.00	0.00	9,582.26
Grills, Deborah	2,345.34	0.00	469.64	0.00	0.00	0.00	0.00	0.00	2,814.98
Hunt, Brian	2,345.34	243.00	577.54	0.00	0.00	0.00	0.00	0.00	3,165.88
Keller, Sheldon	2,345.34	0.00	713.90	0.00	0.00	0.00	0.00	0.00	3,059.24
Love, Kim	2,697.00	486.00	618.32	0.00	0.00	0.00	0.00	0.00	3,801.32
Lynch, Daniel (Stack, Walter)	2,345.34	729.00	786.41	0.00	0.00	2,805.76	0.00	0.00	6,666.51
Murphy, Jennifer	2,697.00	972.00	396.48	0.00	0.00	0.00	0.00	290.14	4,355.62
Peckett, Tom	2,697.00	0.00	594.72	0.00	0.00	810.61	0.00	0.00	4,102.33
Regier, Cathy	2,345.34	0.00	108.56	0.00	0.00	1,616.03	0.00	0.00	4,069.93
Reinwald, John	2,345.34	243.00	501.76	0.00	0.00	0.00	0.00	0.00	3,090.10
Robinson, Debbie	10,710.00	2,673.00	622.45	8.06	0.00	0.00	0.00	3,349.15	17,362.66
Sweet, Robert	2,812.00	486.00	259.60	0.00	0.00	0.00	0.00	0.00	3,557.60
Visneskie Moore, Janice	2,345.34	0.00	247.81	0.00	0.00	507.78	0.00	0.00	3,100.93
<b>TOTAL</b>	<b>\$ 50,575.40</b>	<b>\$ 8,505.00</b>	<b>\$ 8,210.58</b>	<b>\$ 8.06</b>	<b>\$ 5,546.07</b>	<b>\$ 11,009.77</b>	<b>\$ -</b>	<b>\$ 3,639.29</b>	<b>\$ 87,494.17</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
PUBLIC WORKS	2,578,689	2,335,644	243,045	16,899,091
<b>Operations Committee</b>	<b>2,578,689</b>	<b>2,335,644</b>	<b>243,045</b>	<b>16,899,091</b>
PROPERTY - Pembroke Admin	66,474	134,485	(68,011)	464,053
PROPERTY - Renfrew County Place	(53,960)	(59,509)	5,549	(234,273)
PROPERTY - Base Stations	(39,839)	(40,503)	664	0
PROPERTY - Arnprior Office	(17,812)	(18,835)	1,023	0
PROPERTY - Renfrew OPP	41,112	40,378	734	0
FORESTRY DEPT.	30,276	(846)	31,122	27,444
TRAILS DEPT.	3,987	67,059	(63,072)	304,500
GIS	57,625	56,319	1,306	241,997
ECONOMIC DEVELOPMENT	(4,636)	95,313	(99,949)	428,057
ENTERPRISE CENTRE	7,014	(789)	7,803	28,055
OTTAWA VALLEY TOURIST ASSOCIATION	42,968	62,776	(19,808)	269,549
PLANNING DEPARTMENT	135,432	154,785	(19,353)	684,320
<b>Development &amp; Property Committee</b>	<b>268,641</b>	<b>490,633</b>	<b>(221,992)</b>	<b>2,213,702</b>
BONNECHERE MANOR	363,470	363,471	(1)	1,453,880
MIRAMICHI LODGE	304,257	304,257	(0)	1,217,025
OTHER LONG TERM CARE	(10,794)	24,447	(35,241)	97,783
HEALTH SERVICES	399,500	399,501	(1)	1,598,003
PARAMEDIC SERVICE	1,666,582	1,638,704	27,878	7,998,059
EMERGENCY MANAGEMENT	73,109	84,936	(11,827)	184,738
<b>Health Committee</b>	<b>2,796,123</b>	<b>2,815,316</b>	<b>(19,193)</b>	<b>12,549,488</b>
ONTARIO WORKS	218,958	270,141	(51,183)	1,245,175
CHILD CARE	122,438	126,959	(4,521)	512,780
SOCIAL HOUSING	1,225,348	1,223,948	1,400	4,892,189
<b>Social Services Committee</b>	<b>1,566,745</b>	<b>1,621,048</b>	<b>(54,303)</b>	<b>6,650,144</b>
MEMBERS OF COUNCIL	100,469	111,058	(10,589)	611,092
GENERAL - ADMINISTRATION	183,128	223,239	(40,111)	912,775
INFORMATION TECHNOLOGY	81,437	178,066	(96,629)	459,507
HUMAN RESOURCES DEPARTMENT	40,699	48,873	(8,174)	242,024
Publicity/Public Relations	0	3,750	(3,750)	15,000
AGRICULTURE & REFORESTATION	1,520	5,001	(3,481)	20,000
PROVINCIAL OFFENCES ADMINISTRATION	(61,032)	(147,456)	86,424	(560,264)
PROPERTY ASSESSMENT	388,862	388,862	0	1,555,448
FINANCIAL EXPENSE	0	75,000	(75,000)	9,808,279
<b>Finance &amp; Administration Committee</b>	<b>735,081</b>	<b>886,393</b>	<b>(151,312)</b>	<b>13,063,861</b>
<b>Total Net Expenses</b>	<b>7,945,279</b>	<b>8,149,034</b>	<b>(203,755)</b>	<b>51,376,286</b>
<b>County Levy</b>	11,413,989	11,413,989	0	47,253,904
<b>Other Revenue</b>	269,386	175,749	93,637	4,122,382
<b>Total Revenue</b>	<b>11,683,375</b>	<b>11,589,738</b>	<b>93,637</b>	<b>51,376,286</b>
<b>Municipal Surplus / ( Deficit)</b>	<b>3,738,096</b>	<b>3,440,704</b>	<b>297,392</b>	<b>0</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>MEMBERS OF COUNCIL</u></b>	<b><u>100,469</u></b>	<b><u>111,058</u></b>	<b><u>(10,589)</u></b>	<b><u>611,092</u></b>
AMO Board Expenses	5,385	1,666	3,719	10,000
Computer Supplies	0	1,251	(1,251)	5,000
Council - Conventions	11,010	15,600	(4,590)	62,400
Council - Mileage	8,211	7,000	1,211	42,000
Council - Salaries	39,865	40,630	(765)	243,784
Councillor Benefits - EHC/Dental	4,759	10,000	(5,241)	60,000
Councillor Group Insurance	884	916	(32)	5,500
Councillor Liability Insurance	8,338	8,150	188	8,150
Councillor Ad Hoc Meeting per Diem	5,832	4,806	1,026	28,834
Ad Hoc Meeting Expenses	0	0	0	0
CPP,UIC,Employer Health Tax	3,385	2,666	719	16,000
FCM Board Expenses	0	1,666	(1,666)	10,000
Hospitality	5,591	5,001	590	20,000
Office Supplies	3,798	1,251	2,547	5,000
Legal	0	501	(501)	2,000
Recoveries - County	(13,021)	(14,850)	1,829	(59,400)
Recoveries - Outside	0	0	0	0
Recoveries - Federal	(761)	0	(761)	0
Special Events	161	10,834	(10,673)	65,000
Warden's Salary & Per Diem	13,383	12,304	1,079	73,824
Warden's Expenses	3,647	1,666	1,981	10,000
Warden's Banquet Expense	0	0	0	3,000
<b><u>GENERAL - ADMINISTRATION</u></b>	<b><u>183,128</u></b>	<b><u>223,239</u></b>	<b><u>(40,111)</u></b>	<b><u>912,775</u></b>
Bank Charges - Moneris	341	324	17	1,300
Computer Maintenance	24,646	9,501	15,145	38,000
Conferences & Conventions	2,437	999	1,438	4,000
Depreciation	0	750	(750)	3,000
Employee Benefits	59,496	66,939	(7,443)	290,075
General Legal & Audit	204	6,501	(6,297)	26,000
Membership Fees	29,776	29,784	(8)	29,784
COVID	3,432	0	3,432	0
Office Expense	5,217	6,501	(1,284)	26,000
Professional Development	0	1,251	(1,251)	5,000
Recovery - Other Departments	(169,144)	(169,143)	(1)	(676,575)
Recovery - Outside	0	(126)	126	(500)
Recruitment	1,832	0	1,832	3,000
Salaries	217,663	251,583	(33,920)	1,090,191
Special Projects - EOWC	1,103	4,875	(3,772)	19,500
Special Projects - Emergency	909	0	909	0
Special Projects - Strategic Plan	0	7,500	(7,500)	30,000
Special Projects - Training	0	0	0	0
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - TRF from Reserves	0	0	0	0
Surplus Adjustment - Depreciation	0	(750)	750	(3,000)
Telephone	1,527	1,251	276	5,000
Travel	3,691	5,499	(1,808)	22,000

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>PROPERTY - Pembroke Admin</u></b>	<b><u>66,474</u></b>	<b><u>134,485</u></b>	<b><u>(68,011)</u></b>	<b><u>464,053</u></b>
Advertising	0	249	(249)	1,000
Capital - under threshold	0	0	0	0
COVID	431	0	431	0
Depreciation	0	60,501	(60,501)	242,000
Elevator Maintenance	1,514	1,881	(367)	7,529
Employee Benefits	12,104	14,925	(2,821)	64,673
Garbage Disposal	938	1,266	(328)	5,067
Groundskeeping	0	1,413	(1,413)	5,652
Insurance	32,594	32,128	466	32,128
Janitorial Contract	24,989	27,501	(2,512)	110,000
Legal	0	249	(249)	1,000
Lights, Heat & Power	18,257	30,750	(12,493)	123,000
Mechanical	1,852	4,875	(3,023)	19,500
Memberships/Subscriptions	696	624	72	2,500
Miscellaneous	1,182	699	483	2,800
Office Supplies	9,674	6,576	3,098	26,300
Professional Development	0	1,251	(1,251)	5,000
Recoveries - County	(6,578)	(7,011)	433	(28,052)
Recoveries - Other	(10)	0	(10)	0
Recruitment	223	189	34	750
Repairs & Maintenance	9,843	14,556	(4,713)	58,220
Revenue - Lease	(82,694)	(54,189)	(28,505)	(216,754)
Salaries	39,561	52,602	(13,041)	227,940
Security & Monitoring	744	1,500	(756)	6,000
Special Projects	0	0	0	0
Surplus Adjustment - Capital	0	975,000	(975,000)	3,900,000
Surplus Adjustment - Depreciation	0	(60,501)	60,501	(242,000)
Surplus Adjustment - TRF from Reserves	0	(975,000)	975,000	(3,900,000)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Telephone	572	375	197	1,500
Travel	584	1,200	(616)	4,800
Vehicle Expenses	0	876	(876)	3,500
<b><u>PROPERTY - Renfrew County Place</u></b>	<b><u>(53,960)</u></b>	<b><u>(59,509)</u></b>	<b><u>5,549</u></b>	<b><u>(234,273)</u></b>
Bad Debts Expense	0	0	0	0
Capital - Under Threshold	634	4,614	(3,980)	18,450
Depreciation	0	44,751	(44,751)	179,000
Elevator Maintenance	1,407	1,686	(279)	6,746
Garbage Removal	687	948	(261)	3,790
Groundskeeping	5,779	5,376	403	21,501
Insurance	15,423	15,496	(73)	15,496
Insurance Claim Costs	0	0	0	0
Janitorial Contract	20,595	23,337	(2,742)	93,350
Lease Revenue- Outside	(73,080)	(84,138)	11,058	(336,552)
Lights, Heat & Power	24,234	23,751	483	95,000
Mechanical	1,912	4,080	(2,168)	16,320
Miscellaneous	10,517	1,245	9,272	4,972
Municipal Taxes	3,992	4,000	(8)	16,000
Office Supplies / Admin Costs	1,371	1,749	(378)	7,000
Recoveries - County	(75,854)	(86,271)	10,417	(345,085)
Recoveries - Outside	(14,985)	(3,000)	(11,985)	(12,000)
Repairs & Maintenance	9,327	5,232	4,095	20,922
Salaries & Benefits	13,940	20,943	(7,003)	90,754
Security & Monitoring	140	1,443	(1,303)	5,767
Surplus Adjustment - Capital	0	15,000	(15,000)	60,000
Surplus Adjustment - Depreciation	0	(44,751)	44,751	(179,000)
Surplus Adjustment - TRF from Reserves	0	(15,000)	15,000	(60,000)
Surplus Adjustment - TRF to Reserves	0	0	0	43,296
Special Projects	0	0	0	0
<b><u>PROPERTY - Base Stations</u></b>	<b><u>(39,839)</u></b>	<b><u>(40,503)</u></b>	<b><u>664</u></b>	<b><u>0</u></b>
BLDG - Repairs & Maint	14,097	8,238	5,859	32,964
Capital Under Threshold	0	0	0	0
Depreciation	0	15,441	(15,441)	61,750
Groundskeeping	15,801	11,061	4,740	44,245
Internal Charges	0	0	0	0
Janitorial Contract	1,746	7,857	(6,111)	31,416
Lights, Heat & Power	7,790	9,075	(1,285)	36,300
Mechanical	0	2,607	(2,607)	10,416
Misc - Building Expenses	1,553	1,548	5	6,160
Recoveries - County	(80,825)	(80,889)	64	(323,556)
Recoveries - Outside	0	0	0	0
Surplus Adjustment - Capital	0	0	0	12,000
Surplus Adjustment - Depreciation	0	(15,441)	15,441	(61,750)
Surplus Adjustment - TRF from Reserves	0	0	0	(12,000)
Surplus Adjustment - TRF to Reserves	0	0	0	162,055
Special Projects	0	0	0	0

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>PROPERTY - Arnprior Office</u></b>	<b><u>(17,812)</u></b>	<b><u>(18,835)</u></b>	<b><u>1,023</u></b>	<b><u>0</u></b>
Bldg - Repairs & Maintenance	977	1,374	(397)	5,500
Capital Under Threshold	0	0	0	0
Depreciation	0	9,501	(9,501)	38,000
Groundskeeping	1,272	1,005	267	4,023
Insurance	2,633	2,678	(45)	2,678
Janitorial Contract	7,389	6,750	639	27,000
Legal	0	0	0	0
Lights, Heat & Power	3,598	3,312	286	13,249
Mechanical	366	501	(135)	2,000
Misc Bldg Other	0	126	(126)	500
Purchased Service	0	0	0	0
Recoverable County	(34,544)	(34,956)	412	(139,825)
Recoverable Outside	0	0	0	0
Recovery-Province	0	0	0	0
Security	497	375	122	1,500
Telephone	0	0	0	0
Surplus Adjustment - TRF to Reserves	0	0	0	83,375
Surplus Adjustment - Depreciation	0	(9,501)	9,501	(38,000)
Surplus Adjustment - Capital	0	3,999	(3,999)	16,000
Surplus Adjustment - TRF from Reserves	0	(3,999)	3,999	(16,000)
<b><u>PROPERTY - Renfrew OPP</u></b>	<b><u>41,112</u></b>	<b><u>40,378</u></b>	<b><u>734</u></b>	<b><u>0</u></b>
Salaries / Benefits	7,492	4,329	3,163	18,759
Capital Under Threshold	0	0	0	0
Garbage Removal	382	525	(143)	2,100
Groundskeeping	6,495	7,380	(885)	29,520
Heat, Light & Power	0	0	0	0
Insurance	11,890	12,078	(188)	12,078
Interest Expense	10,727	10,727	0	121,314
Internal Charges	2,941	2,937	4	11,752
Janitorial Contract	0	0	0	0
Depreciation	0	28,875	(28,875)	115,500
Mechanical	0	0	0	0
Municipal Taxes	10,640	10,164	476	40,656
Office Expenses	395	0	395	0
Repairs & Maint	7,116	7,878	(762)	31,510
Revenue - Lease - Base Rent	(115,289)	(115,290)	1	(461,158)
Revenue - Lease - Expense Recoveries	(39,715)	(36,594)	(3,121)	(146,375)
Security/Monitoring	1,796	0	1,796	0
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(28,875)	28,875	(115,500)
Surplus Adjustment - From Reserves	0	0	0	0
Surplus Adjustment - Debt Principal Payments	136,244	136,244	0	274,539
Surplus Adjustment - TRF To Reserves	0	0	0	65,305
<b><u>INFORMATION TECHNOLOGY</u></b>	<b><u>81,437</u></b>	<b><u>178,066</u></b>	<b><u>(96,629)</u></b>	<b><u>459,507</u></b>
Annual Software Maintenance Fees	10,170	100,000	(89,830)	100,000
Communication Fees	11,853	6,174	5,679	24,700
Computer Technology Supplies	468	2,499	(2,031)	10,000
Corporate Software	0	951	(951)	3,800
Depreciation	0	8,001	(8,001)	32,000
Fringe Benefits	27,614	29,631	(2,017)	128,395
COVID	2,956	0	2,956	0
Office Expense	356	276	80	1,100
Professional Development	454	1,488	(1,034)	5,950
Purchased Services	0	2,499	(2,499)	10,000
Recoveries - County	(81,377)	(81,378)	1	(325,509)
Recoveries - Outside	0	(501)	501	(2,000)
Recoveries - Province	0	0	0	0
Salaries	104,329	112,101	(7,772)	485,771
Surplus Adjustment - Capital	0	21,750	(21,750)	87,000
Surplus Adjustment - Depreciation	0	(8,001)	8,001	(32,000)
Surplus Adjustment - TRF from Reserves	0	(21,750)	21,750	(87,000)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Telephone Costs	1,010	1,326	(316)	5,300
Travel	3,604	3,000	604	12,000



COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>HUMAN RESOURCES DEPARTMENT</u></b>	<b><u>40,699</u></b>	<b><u>48,873</u></b>	<b><u>(8,174)</u></b>	<b><u>242,024</u></b>
Benefits	25,427	28,971	(3,544)	125,544
Capital Under Threshold	0	0	0	0
Conference & Convention	632	999	(367)	4,000
Depreciation	0	126	(126)	500
Expenses Recoverable From Others	1,208	2,499	(1,291)	10,000
Legal Fees	1,374	2,499	(1,125)	10,000
Membership Fees	1,003	750	253	3,000
Office Expense	9,005	8,250	755	33,000
Professional Development	407	1,251	(844)	5,000
Purchased Services	31,888	24,750	7,138	99,000
Recovery - County Departments	(131,406)	(131,406)	0	(525,623)
Recovery - Federal	0	0	0	(1,000)
Recovery - Outside Agencies	0	(8,001)	8,001	(32,000)
Recovery - Province	0	0	0	0
Recruitment	773	0	773	0
Salaries	98,418	113,562	(15,144)	492,103
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(126)	126	(500)
Travel	1,970	4,749	(2,779)	19,000
<b><u>FORESTRY DEPT.</u></b>	<b><u>30,276</u></b>	<b><u>(846)</u></b>	<b><u>31,122</u></b>	<b><u>27,444</u></b>
Advertising	0	75	(75)	300
Conventions	110	450	(340)	1,800
Depreciation	0	4,500	(4,500)	18,000
Legal	0	225	(225)	900
Maintenance Operations	0	0	0	0
Memberships/Subscriptions	278	2,226	(1,948)	8,900
Miscellaneous	74	249	(175)	1,000
Office Supplies	479	726	(247)	2,900
Professional Development	0	375	(375)	1,500
Property Survey Costs	0	0	0	0
Recoveries - Other	0	(501)	501	(2,000)
Recoveries - Donations	0	0	0	0
Revenues - Timber Sales	(7,958)	(45,000)	37,042	(180,000)
Salaries / Benefits	44,762	48,450	(3,688)	209,950
Salary Allocations	(12,000)	(12,000)	0	(48,000)
Small Tools / Supplies	0	249	(249)	1,000
Special Project - Well Remediation	0	1,251	(1,251)	5,000
Special Project - Other	0	501	(501)	2,000
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(4,500)	4,500	(18,000)
Surplus Adjustment - TRF to Reserves	0	0	0	14,694
Surplus Adjustment - TRF from Reserves	0	(3,099)	3,099	(12,400)
Travel	1,462	1,251	211	5,000
Tree Marking	0	1,350	(1,350)	5,400
Tree Planting	0	501	(501)	2,000
Vehicle Expenses	3,069	1,875	1,194	7,500
Weed Inspection	0	0	0	0
<b><u>TRAILS DEPT.</u></b>	<b><u>3,987</u></b>	<b><u>67,059</u></b>	<b><u>(63,072)</u></b>	<b><u>304,500</u></b>
Salaries / Benefits	0	3,807	(3,807)	16,500
Salary Allocations	12,000	12,000	0	48,000
Algonquin - Rental Recoveries	(16,026)	(15,000)	(1,026)	(25,000)
Algonquin Trail Development	7,361	60,501	(53,140)	242,000
Algonquin Trail Federal Recoveries	0	0	0	0
Algonquin Trail Municipal Recoveries	0	0	0	0
Algonquin Trail Donations	0	0	0	(6,703,190)
Algonquin Trail Other Recoveries	0	0	0	0
Algonquin Trail Prov Recoveries	0	0	0	0
CN Rail Development	0	0	0	0
K&P Rail Line Development	653	5,376	(4,723)	21,500
K&P Rail Recoveries Municipal	0	0	0	0
Office Expense	0	126	(126)	500
Recruitment	0	249	(249)	1,000
Surplus Adj - Capital	0	17,106	(17,106)	6,771,612
Surplus Adj - Trf From Reserve	0	(17,106)	17,106	(68,422)
Travel	0	0	0	0



COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>GIS</u></b>	<b><u>57,625</u></b>	<b><u>56,319</u></b>	<b><u>1,306</u></b>	<b><u>241,997</u></b>
Salaries	37,199	39,990	(2,791)	173,292
Benefits	9,538	10,200	(662)	44,205
Conventions	142	126	16	500
Professional Development	0	126	(126)	500
Travel	0	126	(126)	500
Office Supplies	55	501	(446)	2,000
Computer Supply/Maintenance	10,937	6,375	4,562	25,500
Cell Telephone/Pagers	62	0	62	0
Membership	0	0	0	0
Special Project	0	0	0	0
Recoverable Outside	(310)	(876)	566	(3,500)
Recoveries - Municipal	0	(750)	750	(3,000)
Recoveries - Federal	0	0	0	0
Weed Inspection	0	501	(501)	2,000
<b><u>PUBLIC WORKS</u></b>	<b><u>2,578,689</u></b>	<b><u>2,335,644</u></b>	<b><u>243,045</u></b>	<b><u>16,899,091</u></b>
Administration	358,928	342,446	16,482	1,121,294
Capital Works - Operating Expenses	45,996	84,678	(38,683)	547,634
Equipment	342,309	416,267	(73,958)	1,180,577
Housing	50,354	69,009	(18,655)	186,550
Maintenance	1,765,247	1,635,018	130,229	5,576,361
Depreciation	0	2,299,998	(2,299,998)	9,200,000
Surplus Adjustment - Capital	776,917	135,000	641,917	23,474,113
Surplus Adjustment - Depreciation	0	(2,299,998)	2,299,998	(9,200,000)
Surplus Adjustment - Temp Loans	(37,861)	0	(37,861)	(2,750,000)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Surplus Adjustment - TRF from Reserves	(718,532)	0	(718,532)	(10,989,933)
Recoveries - Federal	0	0	0	(15,000)
Recoveries - Donations In Kind	0	0	0	0
Recoveries - Other	(4,670)	(7,399)	2,729	(75,000)
Recoveries - Provincial	0	(339,375)	339,375	(1,357,505)
Clearing	0	0	0	0
<b><u>BONNECHERE MANOR</u></b>	<b><u>363,470</u></b>	<b><u>363,471</u></b>	<b><u>(1)</u></b>	<b><u>1,453,880</u></b>
Total Municipal Cost	523,958	523,959	(1)	2,095,833
Recoveries - City of Pembroke	(160,488)	(160,488)	(0)	(641,953)
<b><u>MIRAMICHI LODGE</u></b>	<b><u>304,257</u></b>	<b><u>304,257</u></b>	<b><u>(0)</u></b>	<b><u>1,217,025</u></b>
Total Municipal Cost	438,600	438,600	(0)	1,754,397
Recoveries - City of Pembroke	(134,343)	(134,343)	0	(537,372)
<b><u>OTHER LONG TERM CARE</u></b>	<b><u>(10,794)</u></b>	<b><u>24,447</u></b>	<b><u>(35,241)</u></b>	<b><u>97,783</u></b>
North Renfrew Long Term Care	0	35,241	(35,241)	140,959
City of Pembroke Share	(10,794)	(10,794)	0	(43,176)
<b><u>HEALTH SERVICES</u></b>	<b><u>399,500</u></b>	<b><u>399,501</u></b>	<b><u>(1)</u></b>	<b><u>1,598,003</u></b>
Renfrew County & District Health Unit	399,500	399,501	(1)	1,598,003
Renfrew County & District Health Unit - Rebate	0	0	0	0
<b><u>Publicity/Public Relations</u></b>	<b><u>0</u></b>	<b><u>3,750</u></b>	<b><u>(3,750)</u></b>	<b><u>15,000</u></b>
Publicity/Public Relations Service	0	3,750	(3,750)	15,000
Recoveries	0	0	0	0

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>ECONOMIC DEVELOPMENT</u></b>	<b><u>(4,636)</u></b>	<b><u>95,313</u></b>	<b><u>(99,949)</u></b>	<b><u>428,057</u></b>
Benefits	14,355	15,180	(825)	65,782
Business Directory	0	0	0	0
Computer Maintenance	249	1,050	(801)	4,200
Conventions	0	876	(876)	3,500
Depreciation	0	0	0	0
Hospitality	301	375	(74)	1,500
Legal	0	0	0	0
Marketing Program	6,862	16,626	(9,764)	66,500
Memberships/Subscriptions	808	624	184	2,500
Miscellaneous	0	0	0	0
Office Expense	1,304	999	305	4,000
Ottawa River Waterway Project	0	0	0	0
Professional Development/Staff Training	0	249	(249)	1,000
Recoveries - Federal	(70,000)	0	(70,000)	0
Recoveries-Other	(12,662)	(2,499)	(10,163)	(10,000)
Recoveries-Provincial	0	(7,929)	7,929	(31,715)
Recruitment	0	0	0	0
Salaries	53,849	57,831	(3,982)	250,605
Special Projects - Ride Share	0	5,565	(5,565)	22,260
Special Projects - Agriculture	0	0	0	22,470
Special Projects - RED	0	3,615	(3,615)	14,455
Special Projects - Renfrewshire Twinning	0	1,251	(1,251)	5,000
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	0	0	0
Surplus Adjustment - Transfer From Reserves	0	0	0	0
Travel	299	1,500	(1,201)	6,000
<b><u>ENTERPRISE CENTRE</u></b>	<b><u>7,014</u></b>	<b><u>(789)</u></b>	<b><u>7,803</u></b>	<b><u>28,055</u></b>
Benefits	7,340	7,905	(565)	34,261
Marketing	1,770	1,875	(105)	7,500
Miscellaneous	0	0	0	0
Office Expenses	10,375	1,125	9,250	4,500
Professional Development	0	249	(249)	1,000
Purchased Service	1,536	1,536	(0)	6,143
Recoveries - Federal	(250)	0	(250)	0
Recoveries - Municipalities	(6,000)	(6,000)	0	(6,000)
Recoveries - Other	0	(1,251)	1,251	(5,000)
Recoveries - Provincial	(41,643)	(41,049)	(594)	(164,200)
Salaries	29,484	31,695	(2,211)	137,351
Special Projects	2,748	1,251	1,497	5,000
Summer Company - Special Projects	0	5,250	(5,250)	21,000
Summer Company - Provincial Revenue	0	(5,250)	5,250	(21,000)
Starter Company - Provincial Revenue	(62,889)	(13,749)	(49,140)	(55,000)
Starter Company - Other Revenue	0	0	0	0
Starter Company - Special Projects	62,889	13,749	49,140	55,000
Telephone/Internet Access	1,171	876	295	3,500
Travel	483	999	(516)	4,000
<b><u>OTTAWA VALLEY TOURIST ASSOCIATION</u></b>	<b><u>42,968</u></b>	<b><u>62,776</u></b>	<b><u>(19,808)</u></b>	<b><u>269,549</u></b>
Salaries	27,997	42,513	(14,516)	184,228
Benefits	7,502	12,795	(5,293)	55,448
Direct Contribution to OVTA (to 2022)	7,468	7,468	0	29,873
Recoveries	0	0	0	0
<b><u>PLANNING DEPARTMENT</u></b>	<b><u>135,432</u></b>	<b><u>154,785</u></b>	<b><u>(19,353)</u></b>	<b><u>684,320</u></b>
Computer Supplies / Maintenance	5,168	3,000	2,168	12,000
Conventions	811	750	61	3,000
County Official Plan	0	750	(750)	3,000
Depreciation	0	0	0	0
Employee Benefits	37,672	39,888	(2,216)	172,854
Land Division Advertisement Costs	0	0	0	0
Legal Fees	2,059	249	1,810	1,000
Memberships	562	876	(314)	3,500
Miscellaneous	1,794	0	1,794	0
Office Expense	4,374	4,125	249	16,500
Professional Development	55	750	(695)	3,000
Recruitment	0	501	(501)	2,000
Revenues - Municipal Projects	0	(5,001)	5,001	(20,000)
Revenues - Other	(77)	(501)	424	(2,000)
Revenues - Service Charges	(7,125)	(8,751)	1,626	(35,000)
Revenues - Severance Applications	(33,000)	(34,374)	1,374	(137,500)
Revenues - Special Projects	0	0	0	0
Revenues - Subdivision Applications	(11,300)	(6,249)	(5,051)	(25,000)
Salaries	132,679	155,646	(22,967)	674,466
Special Projects	0	0	0	0
Special Projects - Algonquin Land Claim	69	0	69	0
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	0	0	0
Surplus Adjustment - TRF from Reserves	0	0	0	0
Travel	1,691	3,126	(1,435)	12,500

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>AGRICULTURE &amp; REFORESTATION</u></b>	<b><u>1,520</u></b>	<b><u>5,001</u></b>	<b><u>(3,481)</u></b>	<b><u>20,000</u></b>
Reforestation - Grants in Lieu	0	3,750	(3,750)	15,000
Forest Fire Protection	1,520	1,251	269	5,000
<b><u>ONTARIO WORKS</u></b>	<b><u>218,958</u></b>	<b><u>270,141</u></b>	<b><u>(51,183)</u></b>	<b><u>1,245,175</u></b>
Social Assistance - Benefits	2,974,871	3,210,747	(235,876)	12,843,000
Ontario Works Program Administration	860,851	948,575	(87,724)	4,242,415
Homelessness	2,404	5,000	(2,596)	5,000
Emergency Energy Fund	0	0	0	0
Depreciation	0	6,126	(6,126)	24,500
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(6,126)	6,126	(24,500)
Surplus Adjustment - TRF From Reserve	0	0	0	0
Provincial Subsidy - Social Assistance - Benefits	(2,974,871)	(3,202,749)	227,878	(12,811,000)
Provincial Subsidy - Ontario Works Program Admin	(568,726)	(579,067)	10,341	(2,534,255)
Other Revenue	(2,404)	(5,000)	2,596	(5,000)
Municipal Contribution - City of Pembroke	(73,168)	(107,365)	34,197	(494,985)
<b><u>CHILD CARE</u></b>	<b><u>122,438</u></b>	<b><u>126,959</u></b>	<b><u>(4,521)</u></b>	<b><u>512,780</u></b>
Administration	110,593	116,269	(5,676)	492,753
Fee Subsidy	788,776	812,499	(23,723)	3,250,000
General Operating	322,154	301,386	20,768	1,205,547
Depreciation	0	0	0	0
OW Child Care	18,903	19,251	(349)	77,000
Family Support	0	0	0	0
Healthy Kids	0	0	0	0
Special Needs Resourcing	212,077	251,958	(39,881)	1,039,306
Special Purpose	416,445	401,766	14,679	1,607,071
Pay Equity	30,739	30,738	1	122,957
Licenced Family Home Day Care	81,391	86,205	(4,814)	355,720
Licenced Family Home Day Care - Recoveries	(81,391)	(86,205)	4,814	(355,720)
Expansion Plan	129,560	341,907	(212,347)	1,367,625
Early Years	414,557	384,207	30,350	1,551,241
Early Years Subsidy	(414,557)	(384,207)	(30,350)	(1,551,241)
Provincial Subsidy	(1,892,851)	(2,134,343)	241,492	(8,591,025)
Surplus Adjustment - Depreciation	0	0	0	0
Surplus Adjustment - From Reserves	0	0	0	0
Municipal Contribution - City of Pembroke	(13,957)	(14,472)	515	(58,454)
<b><u>SOCIAL HOUSING</u></b>	<b><u>1,225,348</u></b>	<b><u>1,223,948</u></b>	<b><u>1,400</u></b>	<b><u>4,892,189</u></b>
Admin Charges	32,609	32,610	(1)	130,435
Affordable Housing - Tax Rebate	3,300	4,000	(700)	12,000
HR Charges	20,228	20,229	(1)	80,913
IT Charges	8,453	8,454	(1)	33,812
Legal	0	0	0	0
Non Profit Housing	330,302	327,654	2,648	1,310,611
Office Supplies	38	249	(211)	1,000
Purchased Service - 5 Year HPP Update	0	0	0	0
PROV REV - STRONG COMMUNITY RENT SUP	(35,021)	(35,022)	1	(140,086)
PROV REV - CHPI	(1,125,740)	(361,902)	(763,838)	(1,447,608)
PROV REV - IAH	(351,712)	(27,000)	(324,712)	(108,000)
PROV REV - SDV PHB	(51,837)	0	(51,837)	0
PROV REV - OPHI	(790,979)	(105,876)	(685,103)	(423,500)
PROV REV - SIF	0	0	0	0
PROV (FED) SUBSIDY -SOCIAL HOUSING	(314,948)	(314,948)	0	(1,259,793)
RCHC TRANSFER - BASE	1,284,728	1,284,723	5	5,358,897
RCHC TRANSFER - CAPITAL	0	0	0	1,653,062
RCHC TRANSFER - STRONG COMMUNITY RENT SUPP	35,021	35,022	(1)	140,086
RCHC TRANSFER - IAH	351,712	27,000	324,712	108,000
RCHC TRANSFER - CHPI	1,125,740	361,902	763,838	1,447,608
RCHC TRANSFER - SDV PHB	51,837	0	51,837	0
RCHC TRANSFER - OPHI	790,979	105,876	685,103	423,500
RCHC TRANSFER - SIF	0	0	0	0
Recoveries - Outside	0	0	0	(220,000)
Special Projects - IAH - Petawawa	0	0	0	0
Special Projects - SIF	0	0	0	0
Surplus Adjustment - TRF To Reserves	0	0	0	0
Surplus Adjustment - TRF from Reserves	0	0	0	(1,483,904)
Travel	322	501	(179)	2,000
Municipal Contribution - City of Pembroke - Capital	0	0	0	(169,158)
Municipal Contribution - City of Pembroke	(139,684)	(139,524)	(160)	(557,686)

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>PARAMEDIC SERVICE</u></b>	<b><u>1,666,582</u></b>	<b><u>1,638,704</u></b>	<b><u>27,878</u></b>	<b><u>7,998,059</u></b>
Admin - Admin Charge	29,315	29,316	(1)	117,260
Admin - Base Hospital Charges	28,274	16,251	12,023	65,000
Admin - Communication & Computer Expense	63,595	59,925	3,670	239,700
Admin - Conferences & Conventions	864	1,251	(387)	5,000
Admin - Employee Benefits	46,921	92,832	(45,911)	402,267
Admin - HR Charge	39,375	39,375	0	157,501
Admin - IT Charge	12,090	12,090	0	48,360
Admin - Legal	3,663	3,750	(87)	15,000
Admin - Membership Fees	1,168	0	1,168	0
Admin - Office Expenses	13,921	9,750	4,171	39,000
Admin - Professional Development	7,374	9,999	(2,625)	40,000
Admin - Purchased Service	0	33,624	(33,624)	134,500
Admin - Salaries	172,989	360,312	(187,323)	1,561,352
Admin - Special Projects	1,799	16,251	(14,452)	65,000
Admin - Travel	18,326	9,999	8,327	40,000
Admin - Uniform Allowances	1,650	0	1,650	0
Paramedic - Base Station Expenses	11,122	21,501	(10,379)	86,000
Paramedic - Base Station Lease - External	11,112	12,249	(1,137)	49,000
Paramedic - Base Station - Internal	99,353	117,168	(17,815)	468,671
Paramedic - Employee Benefits	717,689	740,214	(22,525)	3,207,597
Paramedic - Insurance	135,360	125,035	10,325	125,035
Paramedic - Insurance Claims Costs	1,686	2,499	(813)	10,000
Paramedic - Uniform, Laundry	45,576	31,749	13,827	127,000
Paramedic - Salaries	2,521,612	2,258,667	262,945	9,787,560
Paramedic - Small Equipment & Supplies	71,606	96,636	(25,030)	386,540
Paramedic - Leased Equipment	0	0	0	0
Paramedic - COVID	59,075	0	59,075	0
Paramedic - Vehicle Operation & Maintenance	98,067	120,567	(22,500)	482,264
Paramedic - Salary Allocations - PW	20,467	22,173	(1,706)	88,689
Paramedic - Community Paramedic	0	95,769	(95,769)	415,000
Paramedic - Sprec Projects - PTSI & Fatigue Risk Mgt	0	139,749	(139,749)	559,000
Capital Under Threshold	0	0	0	0
Depreciation	0	236,250	(236,250)	945,000
Recovery - County	(6,935)	(6,933)	(2)	(27,737)
Recovery - Cross Border - Other Municipalities	0	0	0	0
Revenue - Interest	0	0	0	(70,000)
Recovery - Other Agency	0	(22,296)	22,296	(89,187)
Revenue - Other	(7,618)	(60,249)	52,631	(241,000)
Revenue - Donations	0	0	0	0
Revenue- Federal - DND / Indigenous	(68,980)	(61,497)	(7,483)	(245,988)
Revenue- Federal - PTSI & Fatigue Risk Mgt	0	(139,749)	139,749	(559,000)
Revenue - Provincial - Community Paramedic	(111,403)	(95,769)	(15,634)	(415,000)
Revenue- Insurance Proceeds	0	0	0	0
Revenue- Provincial Subsidy	(2,132,796)	(2,218,119)	85,323	(8,872,473)
Surplus Adjustment - Capital	0	191,250	(191,250)	765,000
Surplus Adjustment - Depreciation	0	(236,250)	236,250	(945,000)
Surplus Adjustment - TRF to Reserves	0	0	0	945,000
Surplus Adjustment - TRF from Reserves	0	(191,250)	191,250	(765,000)
Municipal Contribution - City of Pembroke	(239,734)	(235,385)	(4,349)	(1,148,852)
<b><u>EMERGENCY MANAGEMENT</u></b>	<b><u>73,109</u></b>	<b><u>84,936</u></b>	<b><u>(11,827)</u></b>	<b><u>184,738</u></b>
911	49,654	60,000	(10,346)	60,000
Admin Charge (Paramedic Service)	6,935	6,936	(2)	27,738
Emergency Management	16,520	12,750	3,770	51,000
Fire Services Charges	0	0	0	110,000
Purchased Service	0	12,750	(12,750)	51,000
Recoveries - Provincial	0	0	0	0
Recoveries - Other	0	(7,500)	7,500	(115,000)

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>PROVINCIAL OFFENCES ADMINISTRATION</u></b>	<b><u>(61,032)</u></b>	<b><u>(147,456)</u></b>	<b><u>86,424</u></b>	<b><u>(560,264)</u></b>
Adjudication	14,070	20,214	(6,144)	80,850
Admin Charges	12,373	12,372	1	49,492
Bank Charges (Visa/Mastercard)	4,648	6,501	(1,853)	26,000
Certificates of Offence	0	2,499	(2,499)	10,000
City of Pembroke - Share of Net Revenue	8,767	21,180	(12,413)	80,477
Collection Costs	3,263	9,999	(6,736)	40,000
Computer & Technology	10,424	3,750	6,674	15,000
Conventions	0	789	(789)	3,150
Court Transcripts	281	750	(469)	3,000
Depreciation	0	1,626	(1,626)	6,500
Fringe Benefits	15,106	18,228	(3,122)	78,991
ICON Charges	2,991	6,339	(3,348)	25,350
Interpreter Fees	81	750	(669)	3,000
IT Charges	4,426	4,425	1	17,704
Lease/Building Costs	21,044	25,500	(4,456)	102,000
Legal Costs	0	249	(249)	1,000
Miscellaneous	31	249	(218)	1,000
Monitoring / Enforcement Fees	1,944	2,049	(105)	8,200
Office Equipment / Furniture	456	501	(45)	2,000
Office Supplies	320	1,626	(1,306)	6,500
Part III Prosecution	2,342	4,125	(1,783)	16,500
Postage	458	1,701	(1,243)	6,800
Purchase of Service - Prosecution	7,384	10,950	(3,566)	43,800
Purchase of Service - Notice of Fines	971	999	(28)	4,000
Revenues - POA Fines	(230,958)	(375,000)	144,042	(1,500,000)
Revenues - POA Recoveries	0	0	0	0
Revenues - POA Recoveries - Prov	0	0	0	0
Salaries	56,884	68,400	(11,516)	296,397
Satellite Courtroom Costs	0	0	0	4,925
Staff Training/Development	0	501	(501)	2,000
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(1,626)	1,626	(6,500)
Surplus Adjustment - TRF from Reserves	0	0	0	0
Telephone	1,247	1,524	(277)	6,100
Travel	414	1,125	(711)	4,500
Witness Fees	0	249	(249)	1,000
<b><u>PROPERTY ASSESSMENT</u></b>	<b><u>388,862</u></b>	<b><u>388,862</u></b>	<b><u>0</u></b>	<b><u>1,555,448</u></b>
MPAC	388,862	388,862	0	1,555,448
<b><u>FINANCIAL EXPENSE</u></b>	<b><u>0</u></b>	<b><u>75,000</u></b>	<b><u>(75,000)</u></b>	<b><u>9,808,279</u></b>
Capping Costs (Forgone Revenue Approach)	0	0	0	0
County Share - Taxes Written Off	0	0	0	300,000
Provision for Bad Debt Expense	0	0	0	0
Provision for Unallocated Funds	0	75,000	(75,000)	300,000
Special Project - EORN - Gap Analysis & Cell Project	0	0	0	0
Surplus Adjustment - Capital	0	0	0	0
Surplus Adjustment - TRF to Reserves	0	0	0	8,394,713
Surplus Adjustment - Debt Principal	0	0	0	715,827
Interest Expense	0	0	0	97,739
Vacant Building Rebates	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>7,945,279</b>	<b>8,149,034</b>	<b>(203,755)</b>	<b>51,376,286</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
March 2020

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>REVENUES</u></b>				
<b><u>COUNTY LEVY</u></b>	<b><u>11,413,989</u></b>	<b><u>11,413,989</u></b>	<b><u>0</u></b>	<b><u>47,253,904</u></b>
<b><u>PIL ADJUSTMENTS</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>(150,000)</u></b>
<b><u>WATERPOWER GENERATING STATION</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>394,109</u></b>
<b><u>RAILWAY/HYDRO RIGHTS-OF-WAY</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>5,000</u></b>
<b><u>SUPPLEMENTARY REVENUE</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>500,000</u></b>
<b><u>PROVINCIAL SUBSIDIES</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Ontario Municipal Partnership Fund	0	0	0	0
Provincial - One Time	0	0	0	0
Move Ontario - Roads & Bridges	0	0	0	0
<b><u>OTHER REVENUE</u></b>	<b><u>269,386</u></b>	<b><u>175,749</u></b>	<b><u>93,637</u></b>	<b><u>3,373,273</u></b>
Interest Revenue	265,564	174,999	90,565	700,000
Other Revenue	10	0	10	0
BM Repayment of Solar Panel Loan	0	0	0	0
Gas Tax Funding	0	0	0	2,671,773
Donations In Kind	0	0	0	0
Proceeds - Sale of Assets	3,233	0	3,233	0
Gain / (Loss) - Sale of Assets	0	0	0	0
Licenses	580	750	(170)	1,500
<b><u>CONTRIBUTION FROM RESERVES</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Surplus Adjustment - TRF From Reserves	0	0	0	0
<b>TOTAL REVENUES</b>	<b>11,683,375</b>	<b>11,589,738</b>	<b>93,637</b>	<b>51,376,286</b>
<b>Municipal Surplus / ( Deficit)</b>	<b>3,738,096</b>	<b>3,440,704</b>	<b>297,392</b>	<b>0</b>
add: Surplus Adjustment - Capital	776,917	1,366,605	(589,688)	35,115,725
add: Surplus Adjustment - To Reserves	0	0	0	9,708,438
less: Surplus Adjustment - From Reserves	(722,732)	(1,234,704)	511,972	(17,424,659)
less: Surplus Adjustment - Depreciation	0	(2,716,446)	2,716,446	(10,865,750)
add: Surplus Adjustment - Debt Principal Paid	136,244	136,244	0	990,366
add: Surplus Adjustment - New Debt Principal	(33,661)	0	(33,661)	(2,750,000)
<b>PSAB Surplus / ( Deficit)</b>	<b>3,894,865</b>	<b>992,403</b>	<b>2,902,462</b>	<b>14,774,120</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>175,166</u></b>	<b><u>185,976</u></b>	<b><u>(10,810)</u></b>	<b><u>804,953</u></b>
Salaries	140,250	146,844	(6,594)	636,325
Employee Benefits	23,924	28,269	(4,345)	122,498
Salary Allocations	7,949	8,034	(85)	34,816
Computers Operation and Maintenance	1,336	225	1,111	902
Depreciation	0	249	(249)	1,000
Equipment - Replacements	291	249	42	1,000
Equipment Operation/Maint.	0	168	(168)	670
Hobby Crafts	238	126	112	500
New Horizons - Federal Subsidy	0	0	0	0
New Horizons Expense	0	0	0	0
Office Supplies / Other	(368)	0	(368)	0
Other - Cable TV	515	0	515	0
Purchased Services	843	0	843	0
Recoveries	(2,269)	(2,487)	218	(9,950)
Recreation & Entertainment	1,336	2,229	(893)	8,912
Special Events	1,122	2,319	(1,197)	9,280
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	0	(249)	249	(1,000)
<b><u>NURSING SERVICES</u></b>	<b><u>1,904,367</u></b>	<b><u>1,968,816</u></b>	<b><u>(64,449)</u></b>	<b><u>8,549,197</u></b>
Salaries - Direct	1,466,041	1,485,969	(19,928)	6,439,198
Benefits - Direct	253,901	264,378	(10,477)	1,145,636
Salary Allocations	0	0	0	0
Salaries - Admin	99,945	107,469	(7,524)	465,704
Benefits - Admin	25,891	27,639	(1,748)	119,770
Computer Operation & Maintenance	9,060	6,216	2,844	24,864
Depreciation	0	12,000	(12,000)	48,000
Equipment- Replacement	0	1,749	(1,749)	7,000
Equipment-Repairs & Maintenance	103	699	(596)	2,797
Furniture Replacements	0	0	0	0
High Intensity Needs	15,672	3,750	11,922	15,000
High Intensity Needs-Non Claims Based	4,126	10,707	(6,581)	42,822
High Intensity Needs - Prov Subsidy	0	(3,564)	3,564	(14,250)
Incontinent Supplies - (Funded at \$1.20 per diem)	26,385	19,245	7,140	76,980
Fall Prevention	0	4,500	(4,500)	18,000
Fall Prevention - Provincial Subsidy	(12,363)	(4,500)	(7,863)	(18,000)
Lab Fees	1,125	2,001	(876)	8,000
Lab Fees - Provincial Subsidy	0	0	0	(8,000)
Medical Director - Funded (0.30 / day)	4,914	4,929	(15)	19,710
Medical Supplies & Medication	20,183	17,124	3,059	68,500
Memberships	0	0	0	0
Nurse Practitioner Expenses	0	0	0	46,743
Miscellaneous	397	399	(3)	1,599
Phys-On-Call - Un-Funded Expenses	0	0	0	0
Phys-On-Call - Funded Expenses (\$100 / bed)	4,500	4,275	225	17,100
Phys-On-Call - Prov Subsidy (\$100 / bed)	(4,500)	(4,275)	(225)	(17,100)
Purchased Services	390	0	390	0
RAI / MDS - Expenses	18,800	20,106	(1,306)	87,124
RAI / MDS - Prov Subsidy	(23,744)	0	(23,744)	0
Recoveries - Other	(6,459)	0	(6,459)	0
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	0	(12,000)	12,000	(48,000)

COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>RAW FOOD</u></b>	<b><u>118,477</u></b>	<b><u>157,122</u></b>	<b><u>(38,645)</u></b>	<b><u>628,495</u></b>
Meat	35,228	37,473	(2,245)	149,894
Dairy	17,243	20,271	(3,028)	81,084
Bread	3,061	4,050	(989)	16,204
Groceries & Vegetables	62,740	96,177	(33,437)	384,707
Nutrition Supplements	3,764	4,350	(586)	17,402
Raw Food Recoveries	(3,559)	(5,199)	1,640	(20,796)
<b><u>FOOD SERVICES</u></b>	<b><u>320,255</u></b>	<b><u>342,957</u></b>	<b><u>(22,702)</u></b>	<b><u>1,479,081</u></b>
Salaries	272,238	283,653	(11,415)	1,229,161
Employee Benefits	52,601	58,233	(5,632)	252,341
Salary Allocations	(15,222)	(15,222)	(0)	(65,963)
Computers - Operation & Maintenance	326	495	(169)	1,980
Depreciation	0	3,000	(3,000)	12,000
Dietary Supplies	13,972	15,744	(1,772)	62,985
Equipment - Operation/Maint.	2,830	1,701	1,129	6,800
Equipment - Replacements	0	3,624	(3,624)	14,500
Vending – Net Proceeds	(2,061)	(375)	(1,686)	(1,500)
Other Expenses	484	438	46	1,750
Purchased Services	132	150	(18)	600
Recoveries	(6,741)	(7,893)	1,152	(33,206)
Replacement - Dishes/Cutlery	1,697	2,409	(712)	9,633
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	0	(3,000)	3,000	(12,000)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>212,423</u></b>	<b><u>214,692</u></b>	<b><u>(2,269)</u></b>	<b><u>924,717</u></b>
Salaries	166,876	162,192	4,684	702,837
Employee Benefits	31,973	35,649	(3,676)	154,480
Depreciation	0	555	(555)	2,223
Equipment - Operation/Maint.	2,279	624	1,655	2,500
Equipment - Replacements	59	525	(466)	2,100
Furniture - Replacements	0	0	0	0
Housekeeping Supplies	13,974	17,919	(3,945)	71,673
Purchased Services	0	0	0	0
Recoveries	(2,738)	(2,217)	(521)	(8,873)
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	0	(555)	555	(2,223)
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>93,989</u></b>	<b><u>108,033</u></b>	<b><u>(14,044)</u></b>	<b><u>463,935</u></b>
Salaries	67,685	77,217	(9,532)	334,607
Employee Benefits	14,718	18,192	(3,474)	78,830
Replacements	2,493	4,689	(2,196)	18,760
Depreciation	0	1,800	(1,800)	7,200
Equipment Operation/Maint.	1,995	3,450	(1,455)	13,800
Equipment Replacements	0	0	0	0
Laundry Supplies	8,141	5,328	2,813	21,315
Recoveries	(1,042)	(843)	(199)	(3,377)
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	0	(1,800)	1,800	(7,200)



COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>249,179</u></b>	<b><u>259,630</u></b>	<b><u>(10,451)</u></b>	<b><u>1,152,934</u></b>
Salaries	66,312	74,313	(8,001)	322,028
Employee Benefits	16,076	19,635	(3,559)	85,085
Computers - Operation & Maintenance	0	726	(726)	2,900
Depreciation	0	140,001	(140,001)	560,000
Equipment - Operation/Maint.	0	0	0	0
Equipment - Replacements	25,375	13,374	12,001	53,500
Furniture - Replacements	7,705	10,017	(2,312)	40,064
Natural Gas	21,152	26,000	(4,848)	105,000
Hydro	15,450	14,000	1,450	185,000
Insurance	54,774	55,635	(861)	55,635
Cell/Pager	0	0	0	0
Purchased Services	40,470	42,270	(1,800)	169,083
Resident - Telephone System	7,380	8,001	(621)	32,000
Resident - Telephone System Recovery	(15,564)	(16,179)	615	(64,710)
Recoveries	(8,350)	(5,778)	(2,572)	(23,111)
Repairs/Maint./Bldgs./Grounds	18,398	17,616	782	70,460
Travel	0	0	0	0
Surplus Adjustment - Depreciation	0	(140,001)	140,001	(560,000)
Water / Wastewater	0	0	0	120,000
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>313,545</u></b>	<b><u>313,557</u></b>	<b><u>(12)</u></b>	<b><u>1,158,259</u></b>
Salaries	112,661	118,209	(5,548)	512,240
Employee Benefits	33,925	32,922	1,003	142,658
Salary Allocations	(6,015)	(6,015)	(0)	(26,067)
Accreditation	5,535	5,825	(290)	5,825
Admin Charges	29,492	29,493	(1)	117,969
Advertising/Awards Dinner	962	5,751	(4,789)	23,000
Audit	0	4,100	(4,100)	8,900
Computer/Internet Expenses	41,521	16,893	24,628	67,570
Conventions	2,491	750	1,741	3,000
Depreciation	0	4,500	(4,500)	18,000
Equipment - Operation/Maint.	1,651	2,085	(434)	8,340
Equipment - Replacements	0	99	(99)	400
Facility Rental	0	0	0	0
Gain / Loss from the Sale of an Asset	0	0	0	0
Health & Safety Program	0	276	(276)	1,100
HR Charges	27,486	27,486	(0)	109,942
Insurance	50,461	47,846	2,615	47,846
IT Charges	16,887	16,887	0	67,550
Legal & Labour Contract Costs	647	1,365	(718)	15,000
Memberships	763	3,939	(3,176)	15,760
Postage / Courier	1,491	1,755	(264)	7,024
Printing & Stationery	4,745	4,701	44	18,800
Proceeds from the Sale of an Asset	0	0	0	0
Purchased Services	408	381	27	1,520
Recoveries	(19,460)	(16,020)	(3,440)	(69,418)
Staff Training	3,093	6,750	(3,657)	27,000
Surplus Adjustment - Depreciation	0	(4,500)	4,500	(18,000)
Surplus Adjustment - Transfer to Reserves	0	0	0	0
Telephone	3,249	3,828	(579)	15,300
Transportation - Residents	0	0	0	0
Travel	1,553	4,251	(2,698)	17,000
Uniform Allowance	0	0	0	20,000
<b>BONNECHERE MANOR TOTALS</b>	<b><u>3,387,401</u></b>	<b><u>3,550,783</u></b>	<b><u>(163,382)</u></b>	<b><u>15,161,571</u></b>

COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<i>RESIDENT DAYS</i>	16,083	16,380	(297)	65,880
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>73,342</u>
Homes for Aged Committee	0	0	0	0
Temporary Loan and Interest- Solar Project	0	0	0	0
Surplus Adjustment - Transfer to Reserve	0	0	0	73,342
<b><u>SURPLUS ADJUSTMENT</u></b>	<u>0</u>	<u>188,751</u>	<u>(188,751)</u>	<u>755,000</u>
Surplus Adjustment - Capital Purchases	0	188,751	(188,751)	755,000
<b>TOTAL EXPENDITURE</b>	<b>3,387,401</b>	<b>3,739,534</b>	<b>(352,133)</b>	<b>15,989,913</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b>MUNICIPAL SUBSIDY</b>	<b>523,958</b>	<b>523,959</b>	<b>(1)</b>	<b>2,095,832</b>
City of Pembroke -35.84%	160,488	160,488	0	641,953
County of Renfrew - 64.16%	363,470	363,471	(1)	1,453,879
<b>RESIDENTS REVENUE</b>	<b>1,019,577</b>	<b>1,014,156</b>	<b>5,421</b>	<b>4,056,618</b>
Basic Accommodation	891,663	889,947	1,716	3,559,778
Bad Debts	0	0	0	0
Preferred Accommodation	121,230	121,248	(18)	485,000
Preferred Accommodation - HIN Claims	4,028	0	4,028	0
Respite Care	2,656	2,961	(305)	11,840
Estate Recoveries - Provincial	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Bed retention	0	0	0	0
<b>OTHER REVENUE</b>	<b>17,330</b>	<b>43,443</b>	<b>(26,113)</b>	<b>173,767</b>
Donations	0	0	0	0
Donations In Kind	0	0	0	0
Interest Income	16,889	12,501	4,388	50,000
Other Revenue - FIT	441	30,942	(30,501)	123,767
Internal Transfer - From ML	0	0	0	0
Other Revenue	0	0	0	0
<b>GRANTS &amp; SUBSIDIES</b>	<b>2,260,719</b>	<b>2,237,107</b>	<b>23,612</b>	<b>8,908,696</b>
Prov Revenue - Nursing & Personal Care	1,637,717	1,637,717	0	6,672,889
Prov Revenue - Program & Support Services	200,252	200,252	0	794,513
Prov Revenue - Raw Food	158,407	158,407	0	628,495
Prov Revenue - Other Accomodation	12,620	37,980	(25,360)	151,921
Prov Revenue - Accreditation	5,978	5,978	0	23,717
Prov Revenue - Equalization	48,153	48,153	0	191,052
Prov Revenue - High Wage	23,193	23,193	0	92,773
Prov Revenue - Pay Equity	5,715	5,715	0	22,860
Prov Revenue - Structural Compliance	49,815	49,140	675	49,140
Prov Revenue - HIN NPC	10,794	0	10,794	0
Prov Revenue - RN	26,502	26,499	3	106,000
Prov Revenue - PHYSIO	0	0	0	0
Prov - RPN Subsidy	0	0	0	0
Prov - Global LOC Subsidy	29,391	29,391	0	116,608
Prov - PSW / Behavioural Support Subsidy	14,682	14,682	0	58,728
Prov - One Time Funding	37,500	0	37,500	0
<b>SURPLUS ADJUSTMENT</b>	<b>0</b>	<b>188,751</b>	<b>(188,751)</b>	<b>755,000</b>
Surplus Adjustment - TRF from Reserves	0	188,751	(188,751)	755,000
<b>GRAND TOTAL REVENUES</b>	<b>3,821,584</b>	<b>4,007,416</b>	<b>(185,832)</b>	<b>15,989,913</b>
<b>Municipal Surplus / (Deficit)</b>	<b>434,183</b>	<b>267,882</b>	<b>166,301</b>	<b>0</b>
<b>less: Depreciation - BM</b>	<b>0</b>	<b>(162,105)</b>	<b>162,105</b>	<b>(648,423)</b>
<b>add: Transfer to Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73,342</b>
<b>less: Transfer from Reserve</b>	<b>0</b>	<b>(188,751)</b>	<b>188,751</b>	<b>(755,000)</b>
<b>add: Capital Purchases</b>	<b>0</b>	<b>188,751</b>	<b>(188,751)</b>	<b>755,000</b>
<b>Accounting Surplus / (Deficit)</b>	<b>434,183</b>	<b>105,777</b>	<b>328,406</b>	<b>(575,081)</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>164,835</u></b>	<b><u>173,286</u></b>	<b><u>(8,451)</u></b>	<b><u>744,008</u></b>
Salaries	116,610	111,513	5,097	483,225
Employee Benefits	19,850	24,687	(4,837)	106,981
Salary Allocations	16,330	16,329	1	70,764
Computer Operation and Maint	0	2,178	(2,178)	8,708
Depreciation	0	300	(300)	1,200
Equipment - Replacements	193	768	(575)	3,075
Equipment Operation/Maint.	75	615	(540)	2,460
Hobby Crafts	612	1,281	(669)	5,125
Purchased Services-Physio	9,123	12,201	(3,078)	48,807
Purchased Services-Other	0	0	0	0
Revenue - Federal	0	0	0	0
Recoveries	0	0	0	0
Recreation & Entertainment	1,880	2,817	(937)	11,275
Special Events	161	897	(736)	3,588
Surplus Adjustment - Depreciation	0	(300)	300	(1,200)
<b><u>NURSING SERVICES</u></b>	<b><u>1,882,759</u></b>	<b><u>1,925,844</u></b>	<b><u>(43,085)</u></b>	<b><u>8,298,320</u></b>
Salaries - Direct	1,502,331	1,460,172	42,159	6,327,417
Employee Benefits - Direct	226,682	238,617	(11,935)	1,034,008
Salary Allocations	(3,316)	(3,315)	(1)	(14,368)
Salaries - Administration	96,335	97,602	(1,267)	422,947
Employee Benefits - Administration	27,503	26,469	1,034	114,698
Computer Operation and Maint	3,953	5,955	(2,002)	23,816
COVID	3,938	0	3,938	0
Depreciation	0	8,001	(8,001)	32,000
Equipment - Repairs & Maintenance	266	984	(718)	3,940
Equipment Replacement	0	0	0	0
High Intensity Needs	0	1,749	(1,749)	7,000
High Intensity Needs - Non Claims Based	3,616	9,696	(6,080)	38,778
High Intensity Needs - Prov Subsidy	0	(1,662)	1,662	(6,650)
Incontinent Supplies - (Funded at \$1.20 per diem)	22,199	18,174	4,025	72,700
Fall Prevention	1,223	4,149	(2,926)	16,600
Fall Prevention - Prov Subsidy	(9,001)	(4,149)	(4,852)	(16,600)
Lab Fees	1,005	2,499	(1,494)	10,000
Lab Fees - Prov Subsidy	0	0	0	(10,000)
Medical Director - (0.30 / day)	1,515	4,545	(3,030)	18,177
Medical Nursing Supplies	11,828	25,002	(13,174)	100,000
Memberships	0	249	(249)	1,000
Nurse Practitioner Expenses	30,756	48,078	(17,323)	208,338
Nurse Practitioner Provincial Subsidy	(30,711)	(30,714)	3	(122,853)
Nurse Practitioner BM Support	0	0	0	(42,743)
Phys-On-Call - Un-Funded	0	0	0	0
Phys-On-Call - Funded Exp (\$100 / bed)	3,812	0	3,812	16,515
Phys-On-Call - Prov Subsidy (\$100 / bed)	(4,149)	(4,128)	(21)	(16,515)
RAI / MDS Expenses	20,726	25,872	(5,146)	112,115
RAI / MDS Prov Subsidy	(21,898)	0	(21,898)	0
Recoveries	(2,669)	0	(2,669)	0
Recoveries - Wages	(3,184)	0	(3,184)	0
Staff Training	0	0	0	0
Surplus Adjustment - Depreciation	0	(8,001)	8,001	(32,000)

COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>RAW FOOD</u></b>	<b><u>148,759</u></b>	<b><u>151,653</u></b>	<b><u>(2,894)</u></b>	<b><u>606,612</u></b>
Nutrition Supplements	3,003	4,500	(1,497)	18,000
HIN Nutrition - Non Claims Based	0	0	0	0
Groceries and Vegetables	82,867	87,924	(5,057)	351,691
Meat	50,792	48,390	2,402	193,561
Dairy	17,800	17,589	211	70,360
Recoveries	(5,704)	(6,750)	1,046	(27,000)
<b><u>FOOD SERVICES</u></b>	<b><u>303,064</u></b>	<b><u>322,950</u></b>	<b><u>(19,886)</u></b>	<b><u>1,399,024</u></b>
Salaries	255,931	271,167	(15,236)	1,175,059
Employee Benefits	47,681	61,242	(13,561)	265,384
Salary Allocations	(10,360)	(15,669)	5,309	(67,897)
COVID	680	0	680	0
Dietary Supplies	4,189	4,533	(344)	18,137
Computer Operation and Maint	0	126	(126)	500
Depreciation	0	5,064	(5,064)	20,250
Equipment - Operation and Replacement	5,015	2,667	2,348	10,663
Food Wrap & Disposable Items	1,873	1,998	(125)	7,995
Meals on Wheels Costs	37	750	(713)	3,000
Memberships and Subscriptions	0	0	0	0
Misc Supplies	0	0	0	0
Purchased Services - BM Staff Support	4,949	4,950	(1)	21,445
Recoveries	(4,503)	(6,750)	2,247	(27,000)
Replacement - Dishes/Cutlery	267	2,436	(2,169)	9,738
Surplus Adjustment - Depreciation	0	(5,064)	5,064	(20,250)
Café M	(1,725)	(3,501)	1,776	(14,000)
Vending - Net Proceeds	(969)	(999)	30	(4,000)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>198,455</u></b>	<b><u>209,004</u></b>	<b><u>(10,549)</u></b>	<b><u>900,841</u></b>
Salaries	157,672	159,825	(2,153)	692,573
Employee Benefits	28,048	34,677	(6,629)	150,268
Depreciation	0	750	(750)	3,000
Equipment - Operation/Maint.	1,424	438	986	1,750
Equipment - Replacements	0	1,251	(1,251)	5,000
Furniture - Replacements	0	0	0	0
Housekeeping Supplies	11,312	12,501	(1,189)	50,000
Other	0	312	(312)	1,250
Purchased Services	0	0	0	0
Recoveries	0	0	0	0
Surplus Adjustment - Depreciation	0	(750)	750	(3,000)
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>64,777</u></b>	<b><u>65,310</u></b>	<b><u>(533)</u></b>	<b><u>280,049</u></b>
Salaries	46,265	46,227	38	200,323
Employee Benefits	8,559	10,170	(1,611)	44,071
COVID	1,149	0	1,149	0
Depreciation	0	1,149	(1,149)	4,600
Laundry Supplies	3,955	4,500	(545)	18,000
Equipment - Replacements	0	0	0	0
Equipment Operation/Maint.	0	525	(525)	2,105
Other	0	0	0	0
Purchased Services	0	0	0	0
Recoveries	(485)	0	(485)	0
Replacements	5,333	3,888	1,445	15,550
Surplus Adjustment - Depreciation	0	(1,149)	1,149	(4,600)

COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>204,753</u></b>	<b><u>253,415</u></b>	<b><u>(48,662)</u></b>	<b><u>1,040,496</u></b>
Salaries	49,043	57,972	(8,929)	251,206
Employee Benefits	11,744	15,330	(3,586)	66,427
Computer Operation and Maint	0	225	(225)	900
Depreciation	0	191,250	(191,250)	765,000
Equipment - Operation/Maint.	0	0	0	0
Equipment - Replacements	6,407	17,499	(11,092)	70,000
Furniture - Replacements	0	10,095	(10,095)	40,380
Hydro	11,781	9,000	2,781	185,000
Natural Gas	13,282	14,000	(718)	70,000
Insurance	65,830	66,864	(1,034)	66,864
Purchased Services	39,992	53,259	(13,267)	213,030
Recoveries	(4,600)	(5,067)	467	(20,264)
Resident - Cable System	5,647	5,001	646	20,000
Resident - Cable/Phone Recoveries	(12,904)	(12,501)	(403)	(50,000)
Repairs/Maint./Bldgs./Grounds	18,533	21,738	(3,205)	86,953
Replacements/Capital	0	0	0	0
Surplus Adjustment - Depreciation	0	(191,250)	191,250	(765,000)
Water / Wastewater	0	0	0	40,000
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>293,442</u></b>	<b><u>295,263</u></b>	<b><u>(1,821)</u></b>	<b><u>1,110,538</u></b>
Salaries	80,429	84,486	(4,057)	366,103
Employee Benefits	24,389	25,758	(1,369)	111,619
Salary Allocations	(2,654)	(2,652)	(2)	(11,501)
Accreditation	5,463	5,825	(362)	5,825
Advertising/Awards	1,947	1,365	582	15,000
Audit	0	4,000	(4,000)	8,637
Admin Charges	29,448	29,448	(0)	117,791
Computer Operation and Maint	23,954	14,421	9,533	57,679
Conventions	1,130	750	380	3,000
Depreciation	0	5,499	(5,499)	22,000
Equipment - Maintenance	1,323	1,749	(426)	7,000
Equipment - Replacements	0	0	0	0
Gain / Loss on Disposal of Asset	0	0	0	0
Health & Safety Program	0	249	(249)	1,000
HR Charges	27,177	27,177	(0)	108,706
Insurance	46,788	45,000	1,788	45,000
Insurance Claim Costs	0	0	0	0
IT Charges	16,887	16,887	0	67,550
Legal & Labour Contract Costs	3,442	4,500	(1,058)	40,000
Memberships / Subscriptions	2,353	4,035	(1,682)	16,135
Postage	1,709	1,626	83	6,500
Printing & Stationery	2,267	4,227	(1,960)	16,908
Purchased Services - From BM	18,449	16,335	2,114	70,786
Recoveries - Other	(159)	(1,251)	1,092	(5,000)
Recruiting	0	0	0	0
Staff Training	1,002	5,001	(3,999)	20,000
Surplus Adjustment - Depreciation	0	(5,499)	5,499	(22,000)
Surplus Adjustment - Disposal of Assets	0	0	0	0
Telephone	4,254	5,826	(1,572)	23,300
Transportation	0	0	0	0
Travel	3,845	501	3,344	2,000
Uniform Allowance	0	0	0	16,500
<b>MIRAMICHI LODGE TOTALS</b>	<b><u>3,260,844</u></b>	<b><u>3,396,725</u></b>	<b><u>(135,881)</u></b>	<b><u>14,379,888</u></b>

COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
March 2020

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
RESIDENT DAYS	14,908	15,106	(198)	60,756
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>711,228</u>
Homes for Aged Committee	0	0	0	0
Seniors Housing Strategy	0	0	0	50,000
Transfer to Bonnechere Manor	0	0	0	0
Debenture Payment - Interest Only	0	0	0	171,929
Surplus Adjustment - Debenture Principal	0	0	0	454,880
Surplus Adjustment - Transfer to Reserves	0	0	0	34,419
<u>SURPLUS ADJUSTMENT</u>	<u>0</u>	<u>156,654</u>	<u>(156,654)</u>	<u>626,615</u>
Surplus Adjustment - Capital Purchases	0	156,654	(156,654)	626,615
<b>GRAND TOTAL EXPENDITURE</b>	<b>3,260,844</b>	<b>3,553,379</b>	<b>(292,535)</b>	<b>15,717,731</b>

COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE  
March 2020

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>438,600</u></b>	<b><u>438,600</u></b>	<b><u>(0)</u></b>	<b><u>1,754,397</u></b>
City of Pembroke - 35.84%	134,343	134,343	0	537,372
County of Renfrew - 64.16%	304,257	304,257	(0)	1,217,025
<b><u>RESIDENTS REVENUE</u></b>	<b><u>1,075,202</u></b>	<b><u>1,050,273</u></b>	<b><u>24,929</u></b>	<b><u>4,201,094</u></b>
Basic Accommodation	850,658	828,981	21,677	3,315,929
Bad Debt (Expense) / Recovery	0	0	0	0
Preferred Accommodation	219,474	216,783	2,691	867,134
Preferred Accommodation - HIN Claims	0	0	0	0
Respite Care	5,070	4,509	561	18,031
Estate Recoveries - Provincial	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Bed retention	0	0	0	0
<b><u>OTHER REVENUE</u></b>	<b><u>11,106</u></b>	<b><u>9,999</u></b>	<b><u>1,107</u></b>	<b><u>40,000</u></b>
Donations	0	0	0	0
Donations In Kind	0	0	0	0
Interest Income	11,106	9,999	1,107	40,000
Other Revenue	0	0	0	0
<b><u>GRANTS &amp; SUBSIDIES</u></b>	<b><u>2,281,266</u></b>	<b><u>2,268,274</u></b>	<b><u>12,992</u></b>	<b><u>9,095,625</u></b>
Prov Revenue - Nursing & Personal Care	1,606,964	1,606,964	0	6,462,746
Prov Revenue - Program & Support Services	184,677	184,677	0	732,717
Prov Revenue - Raw Food	146,088	146,088	0	579,612
Prov Revenue - Other Accomodation	(1,225)	24,993	(26,218)	99,970
Prov Revenue - Accreditation	5,513	5,513	0	21,872
Prov Revenue - Equalization	44,101	44,101	0	176,192
Prov Revenue - High Wage	18,945	18,945	0	75,780
Prov Revenue - Pay Equity	5,640	5,640	0	22,560
Prov Revenue - HIN NPC	9,954	9,954	0	39,491
Prov Revenue - RN	26,502	26,499	3	106,000
Prov Revenue - One Time	37,500	0	37,500	0
Prov Revenue - Global LOC	27,105	27,105	0	107,538
Prov - PSW / Behavioural Support Subsidy	11,010	11,010	0	44,040
Provincial - Debenture Subsidy	158,492	156,785	1,707	627,107
Federal - New Horizons	0	0	0	0
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>0</u></b>	<b><u>156,654</u></b>	<b><u>(156,654)</u></b>	<b><u>626,615</u></b>
Surplus Adjustment - Trf from Reserves	0	156,654	(156,654)	626,615
<b>GRAND TOTAL REVENUES</b>	<b>3,806,174</b>	<b>3,923,800</b>	<b>(117,626)</b>	<b>15,717,731</b>
<b>Municipal Surplus / (Deficit)</b>	<b>545,330</b>	<b>370,421</b>	<b>174,909</b>	<b>0</b>
<b>less: Depreciation</b>	<b>0</b>	<b>(212,013)</b>	<b>212,013</b>	<b>(848,050)</b>
<b>add: Transfer to Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,419</b>
<b>less: Transfer from Reserves</b>	<b>0</b>	<b>(156,654)</b>	<b>156,654</b>	<b>(626,615)</b>
<b>less: Disposal of Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>add: Capital Purchases</b>	<b>0</b>	<b>156,654</b>	<b>(156,654)</b>	<b>626,615</b>
<b>add: Debenture Principal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>454,880</b>
<b>ADJ Surplus / (Deficit)</b>	<b>545,330</b>	<b>158,408</b>	<b>386,922.21</b>	<b>(358,751)</b>



COUNTY OF RENFREW  
TREASURER'S REPORT - Operations Committee  
March 2020

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>CAPITAL PROGRAM - EXPENSES</u></b>	<b><u>45,996</u></b>	<b><u>84,678</u></b>	<b><u>(38,683)</u></b>	<b><u>547,634</u></b>
Salaries	34,473	59,814	(25,341)	259,188
Benefits	10,261	14,238	(3,977)	61,696
Capital Projects - Under Threshold	0	0	0	0
Legal - Right of Way	0	0	0	0
Misc	3	1,500	(1,497)	6,000
Purchased Services	0	0	0	0
Recoveries	0	0	0	0
Infrastructure Management	1,203	3,000	(1,797)	196,250
Supplies	55	6,126	(6,071)	24,500
<b><u>ADMINISTRATION</u></b>	<b><u>358,928</u></b>	<b><u>342,446</u></b>	<b><u>16,482</u></b>	<b><u>1,121,294</u></b>
Salaries	114,279	121,215	(6,936)	525,265
Benefits	36,701	32,718	3,983	141,781
Advertising	2,307	1,429	878	10,000
Bad Debts	0	0	0	0
Answering Service	1,188	1,125	63	4,500
Cell Telephone/Pager	3,475	3,249	226	13,000
Communications(Radio System)	13,186	17,499	(4,313)	70,000
Computer Hrdwr/Sftwr	57,137	15,474	41,663	61,900
Conferences & Conventions	3,113	2,350	763	7,100
Courier	219	189	30	750
Health & Safety (Protection)	1,356	7,635	(6,279)	41,000
Insurance	105,420	105,448	(28)	105,448
Insurance Claims Expense	0	7,500	(7,500)	30,000
Internet	682	1,251	(569)	5,000
Legal Fees	2,707	0	2,707	20,000
Membership Fees	5,749	8,300	(2,551)	8,300
Office Equipment Replacement	0	0	0	4,000
Office Supplies/Publications/Awards	439	2,124	(1,685)	13,500
Photocopier Supplies/Maint	231	1,050	(819)	4,200
Postage	76	114	(38)	450
Recoveries	0	0	0	0
Recoveries - Federal	0	0	0	0
Recruitment	4,483	3,750	733	15,000
Surplus Adjustment - Capital	0	0	0	0
Staff Training	3,330	5,001	(1,671)	20,000
Telephone	2,230	2,751	(521)	11,000
Travel	620	2,274	(1,654)	9,100
<b><u>MAINTENANCE</u></b>	<b><u>1,765,247</u></b>	<b><u>1,635,018</u></b>	<b><u>130,229</u></b>	<b><u>5,576,361</u></b>
Salaries	463,504	437,334	26,170	1,895,094
Benefits	110,675	118,593	(7,918)	513,917
Bridges and Culverts	0	0	0	20,000
Roadside Maintenance	131	0	131	200,000
Hard Top Maintenance	14,292	0	14,292	360,000
Loose Top Maintenance	0	0	0	0
Winter Control	1,166,419	1,058,685	107,734	2,117,350
Safety Devices	20,285	45,405	(25,120)	570,000
Misc	0	0	0	0
Recoveries	(10,058)	(24,999)	14,941	(100,000)
<b><u>EQUIPMENT</u></b>	<b><u>339,918</u></b>	<b><u>416,267</u></b>	<b><u>(76,349)</u></b>	<b><u>1,180,577</u></b>
Salaries	46,430	48,087	(1,657)	208,374
Benefits	13,428	14,196	(768)	61,510
Salary Allocations	(20,467)	(20,466)	(1)	(88,689)
Small Equipment, Misc	995	4,668	(3,673)	65,600
Vehicle Operating Costs - Fuel	152,903	180,000	(27,098)	425,000
Vehicle Operating Costs - Insurance	41,586	39,782	1,804	39,782
Vehicle Operating Costs - Licence	0	0	0	55,000
Vehicle Operating Costs - Repairs & Supplies	105,043	150,000	(44,957)	444,000
Vehicle Operating Revenue	0	0	0	(20,000)
Surplus Adjustment - Capital Equipment	0	0	0	889,700
Surplus Adjustment - Trf To Reserves	0	0	0	0
Surplus Adjustment - Trf From Reserves	0	0	0	(889,700)
Recoveries	0	0	0	(10,000)

COUNTY OF RENFREW  
TREASURER'S REPORT - Operations Committee  
March 2020

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<b><u>HOUSING</u></b>	<b><u>50,354</u></b>	<b><u>69,009</u></b>	<b><u>(18,655)</u></b>	<b><u>186,550</u></b>
Operating Expenses	49,524	69,009	(19,485)	162,000
COVID	830	0	830	0
Major Repairs	0	0	0	24,550
Surplus Adjustment - Capital	0	0	0	185,525
Surplus Adjustment - Trf From Reserves	0	0	0	(185,525)
Misc	0	0	0	0
Recoveries	0	0	0	0
<b><u>OTHER</u></b>	<b><u>776,917</u></b>	<b><u>135,000</u></b>	<b><u>641,917</u></b>	<b><u>22,398,888</u></b>
Depreciation	0	2,299,998	(2,299,998)	9,200,000
Surplus Adjustment - Depreciation	0	(2,299,998)	2,299,998	(9,200,000)
Surplus Adjustment - Capital Construction	776,917	135,000	641,917	22,398,888
Surplus Adjustment - TRF to Reserves	0	0	0	0
<b><u>CONSTRUCTION - LABOUR CLEARING ACCOUNT</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Salaries	67,290	45,000	22,290	431,493
Benefits	14,934	9,507	5,427	105,642
Charge to Capital Construction above	(82,224)	(54,507)	(27,717)	(537,135)
<b>TOTAL EXPENDITURES</b>	<b>3,337,360</b>	<b>2,682,418</b>	<b>654,942</b>	<b>31,011,304</b>
<b><u>ROADS REVENUES</u></b>				
Municipal Contribution	2,576,298	2,335,644	240,654	16,899,091
Donations In Kind	0	0	0	0
Provincial Grants & Subsidies	0	339,375	(339,375)	1,357,505
Surplus Adjustment - TRF from Reserves	718,532	0	718,532	9,914,708
Surplus Adjustment - Temp Loan	37,861	0	37,861	2,750,000
Federal Grants & Subsidies	0	0	0	15,000
Other Revenue - Capital Asset	0	0	0	0
Misc	4,670	7,399	(2,729)	75,000
<b>TOTAL REVENUES</b>	<b>3,337,360</b>	<b>2,682,418</b>	<b>654,942</b>	<b>31,011,304</b>
<b>Municipal Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Renfrew County Housing Corporation**  
**Consolidated Treasurer's Report**  
**March 2020**

<u>Description</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
SALARIES	394,850	513,034	(118,184)	1,905,556
BENEFITS	85,614	125,948	(40,334)	467,800
ADMINISTRATION	388,396	353,115	35,281	1,224,176
BUILDING - HEAT LIGHT POWER	143,578	231,642	(88,064)	926,582
BUILDING - REPAIRS & MAINTENANCE	75,920	106,554	(30,634)	426,245
BUILDING - NATURAL GAS	37,414	52,722	(15,309)	210,875
BUILDING - HEATING & PLUMBING	36,185	34,452	1,733	137,742
BUILDING - TAXES	418,280	425,777	(7,497)	1,674,219
BUILDING - WATER	113,319	176,391	(63,072)	744,349
BUILDING - ELEVATOR	10,055	16,575	(6,520)	66,300
BUILDING - PAINTING	43,256	58,662	(15,406)	234,637
BUILDING - GARBAGE REMOVAL	11,117	18,825	(7,708)	75,316
BUILDING - SNOW REMOVAL	99,513	111,117	(11,604)	222,207
BUILDING - GROUNDS KEEPING	4,350	15,006	(10,656)	60,000
BUILDING - CAPITAL REPAIRS - non TCA	149,502	140,352	9,150	839,136
FINANCIAL - DEPRECIATION	0	298,428	(298,428)	1,193,647
FINANCIAL - RENT WAIVER	48,784	56,727	(7,943)	226,925
FINANCIAL - MORTGAGE - INTEREST	12,205	12,205	0	887,074
FINANCIAL - RENT SUPPLEMENT	62,187	72,690	(10,503)	290,761
FINANCIAL - STRONG COMMUNITY RENT SI	35,207	35,022	185	140,086
FINANCIAL - CHPI	440,227	343,806	96,421	1,375,228
FINANCIAL - SDV - PHB 90%	0	0	0	0
FINANCIAL - COCHI	0	61,662	(61,662)	246,643
FINANCIAL - OPHI	27,016	100,581	(73,565)	402,325
FINANCIAL - ONTARIO RENOVATES (IAH & S	118,157	9,000	109,157	36,000
FINANCIAL - IAH HADD	15,250	18,000	(2,750)	72,000
FINANCIAL - IAH - HOME OWNERSHIP	0	0	0	0
Surplus Adjustment - Depreciation	0	(298,428)	298,428	(1,193,647)
Surplus Adjustment - Mortgage Principal	98,324	98,324	(0)	384,192
Surplus Adjustment - Transfer to Reserves	0	0	0	0
Surplus Adjustment - TCA	0	0	0	1,713,062
<b>EXPENSES</b>	<b>2,868,706</b>	<b>3,188,189</b>	<b>(319,483)</b>	<b>14,989,436</b>
GAIN / (LOSS) - DISPOSAL OF ASSETS	0	0	0	0
INTEREST ON INVESTMENTS	12,686	13,500	(814)	54,000
MISC REVENUE	19,452	20,397	(946)	81,579
PROV SUBSIDY - DEBENTURES	0	0	0	829,150
Surplus Adjustment - Transfer from Reserves	0	0	0	60,000
TENANT REVENUE	1,163,311	1,143,492	19,819	4,573,930
COUNTY TRANSFER - BASE	1,284,728	1,284,728	0	5,358,897
COUNTY TRANSFER - CAPITAL	0	0	0	1,653,062
COUNTY TRANSFER - CHPI	1,109,721	343,806	765,915	1,375,228
COUNTY TRANSFER - CHPI ADMIN	16,018	18,095	(2,077)	72,380
COUNTY TRANSFER - COCHI	78,000	61,660	16,340	246,643
COUNTY TRANSFER - COCHI Admin	4,105	3,245	860	12,981
COUNTY TRANSFER - OPHI	750,108	100,581	649,527	402,325
COUNTY TRANSFER - OPHI Admin	40,871	5,293	35,578	21,175
COUNTY TRANSFER - IAH - Ontario Renovate	319,148	9,000	310,148	36,000
COUNTY TRANSFER - IAH - HADD	26,250	18,000	8,250	72,000
COUNTY TRANSFER - IAH Home Ownership	0	0	0	0
COUNTY TRANSFER - IAH Admin	6,314	0	6,314	0
COUNTY TRANSFER - SIF - SDV - PHB	51,337	0	51,337	0
COUNTY TRANSFER - SIF - SDV - PHB Admir	500	0	500	0
COUNTY TRANSFER - SIF- Ontario Renovates	0	0	0	0
COUNTY TRANSFER - SIF ADMIN	0	0	0	0
COUNTY TRANSFER - SHIP	13,479	0	13,479	0
COUNTY TRANSFER - STRONG COMM Rent	35,021	35,022	(1)	140,086
<b>REVENUES</b>	<b>4,931,050</b>	<b>3,056,819</b>	<b>1,874,231</b>	<b>14,989,436</b>
<b>Municipal SURPLUS / (DEFICIT)</b>	<b>2,062,343</b>	<b>(131,370)</b>	<b>2,193,713</b>	<b>0</b>
less: Surplus Adjustment - Depreciation	0	(298,428)	298,428	(1,193,647)
add: Surplus Adjustment - TCA	0	0	0	1,713,062
add: Surplus Adjustment - Transfer To Rese	0	0	0	0
less: Surplus Adjustment - Transfer From R	0	0	0	(60,000)
add: Surplus Adjustment - Principal Paymen	98,324	98,324	(0)	384,192
<b>Accounting SURPLUS / (DEFICIT)</b>	<b>2,160,667</b>	<b>(331,474)</b>	<b>2,492,141</b>	<b>843,607</b>



# The Financial Implications of the COVID-19 Pandemic on Municipalities: First Report

MAY 2020

## Table of Contents

1. Executive Summary .....	3
2. Introduction .....	4
3. About MFOA.....	5
4. Principles.....	5
5. Objectives .....	7
6. What Municipalities are Doing.....	7
7. Financial Challenges .....	10
8. Provincial and Federal Assistance to Date.....	16
9. Looking Ahead .....	17
10. Recommendations.....	18
10.1 Support FCM's recommendations in principle.....	18
10.2 Support for Revenue Shortfalls.....	19
10.3 Cost Compensation Grant.....	20
10.4 Predictable, Stable Transfers.....	21
10.5 Extend Statutory and Non-Statutory Deadlines.....	22
10.6 Continue Intergovernmental Discussions.....	23
11. Conclusion.....	24
Appendix A: Community Benefit Charge.....	25

# 1. Executive Summary

Ontario is a vast province composed of diverse urban, rural, and northern municipalities that not only face dissimilar economic, geographic, and demographic challenges, but also deliver different suites of services. Like individuals, no two Ontario municipalities will experience the current crisis and the post-crisis recovery period in exactly the same way.

A “one size fits all” policy approach will not be an equitable process to mitigating the impact of the pandemic on municipal finances. Instead, focus should be on providing flexible policy tools that allow municipal leaders to use funds and resources where they are needed most in their communities.

This report documents a number of recommendations for both the federal and provincial government. It is a preliminary analysis as we are still in the early days of understanding the full implications of the pandemic on municipal fiscal health. We expect to provide further updates to this report as time goes on and more information becomes available.

The report’s recommendations are guided by two main objectives: leave municipalities in a financial position to continue to offer vital services (no ongoing major financial burdens that will impair them for years); and maintain essential services during the pandemic and into the recovery period. The recommendations are as follows:

- MFOA supports FCM’s recommendations to the federal government in principle.
- The Province establish a support grant to compensate municipalities for targeted net lost revenues resulting from the COVID-19 emergency. Targeted revenue streams include transit and recreation.
- The provincial or federal government provide forgivable interest-free loans to municipalities to address revenue shortfalls of a temporal nature.
- The Province establish an emergency cost recovery grant to compensate municipalities for increased costs directly related to the COVID-19 emergency.
- The provincial and federal governments, under existing programs, maintain committed transfer payments to each municipality as planned for 2020-2022.
- The Province extend statutory and non-statutory reporting deadlines: 1-year deferrals for new requirements and 6-month deferrals for existing reporting deadlines. Timelines should be reviewed in tandem with the easing of restrictions.
- The Province continue to work closely with its municipal partners to learn “on the ground” lessons of the financial impacts of the pandemic and to plan for future recovery.

## 2. Introduction

The current COVID-19 pandemic is causing major disruptions in the lives of Ontarians and presenting significant challenges for all levels of government to deal with the health and safety of residents, frontline health workers and others employed in critical economic sectors. The current circumstances are unlike any previously seen in Ontario or Canada. Supports for individuals, businesses and municipalities will need to be significant and sustained over an as yet unknown time period.

In Ontario, a state of emergency was declared on March 17 that included, among other things, the closing of non-essential businesses and the imposition of social distancing requirements. On April 14, the emergency was extended. It is unknown if further extensions will be required.

The closure of non-essential businesses has put those businesses in jeopardy as well as those employed in those businesses. The loss of business revenue and employment has had a major impact on many municipalities':

- Revenues
  - Government tax revenues and user fees decline when businesses close and employees are laid off
- Services
  - Municipalities have closed facilities and eliminated non-essential services. While essential services continue, challenges have emerged in providing those services in light of social distancing requirements
- Employees
  - While some municipal workers are now working from home, some employees in non-essential services risk being laid off as the state of emergency continues. Workers in essential services who are not able to work at home must have work environments that are safe and healthy.

This paper is an early examination of the impact of the COVID-19 pandemic on the finances of Ontario municipalities. It is a preliminary analysis as we are still in the early days of understanding the full implications of the pandemic on municipal fiscal health. We expect to provide further updates to this report as time goes on and more information becomes available.

This paper, and its preliminary recommendations, are informed by significant dialogue with our members. MFOA has had numerous discussions with a full cross section of our members in an attempt to understand how the pandemic has impacted municipal revenues and expenses as well as service provision on the ground. We have prepared this paper to facilitate ongoing dialogue with the Province about the issues we are seeing in the sector and possible solutions that are being discussed. We are fully convinced that the only sensible path forward involves intergovernmental coordination, extensive information sharing and a willingness for all levels of government to do what they can to address our common challenges.

We wish to thank our members who have collaborated with us and shared information, reports and thoughts with us to enable MFOA to present their concerns to the Province. Our members have not only worked closely with us but are dedicated to working with each other to understand common problems and find workable solutions. Finally, we also thank the Province of Ontario and the Government of Canada who have already undertaken important initiatives to address the pandemic and to provide financial relief to individuals and businesses. We hope that this paper will build on the existing desire to work together over the coming months that will include dealing with the pandemic and the subsequent economic recovery.

### **3. About MFOA**

The Municipal Finance Officers' Association of Ontario (MFOA), established in 1989, is the professional association of municipal finance officers with more than 2,300 individual members. We represent individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to councils on matters of finance policy.

MFOA promotes the interests of our members in carrying out their statutory and other financial responsibilities through advocacy, information sharing, networking opportunities, and through the promotion of fiscal sustainability. We also provide members with training and education to enable continuous professional development and to support excellence in municipal finance.

Since the beginning of the pandemic, MFOA has provided its members and the wider municipal sector with free just-in-time training on key areas of municipal finance, as well as opportunities for staff to share information with their peers on a regular basis. These sessions have allowed municipal staff to learn from experts as well as each other and help build communities of practice and support during these unprecedented times.

### **4. Principles**

MFOA takes policy positions on a range of municipal finance issues. In each instance, the association adopts recommendations that are consistent with our long-standing principles. These include:

- Long term financial sustainability
- Flexibility
- Autonomy
- Permissive governance framework.



## 4.1 Long-term Sustainability

For a number of years MFOA has promoted the concept of long-term financial planning as a means to ensure financial sustainability. Sustainability requires long-term financial plans that are:

- Comprehensive
  - Includes all services (internal and external) and all municipal departments
- Integrated
  - Incorporates requirements in corporate strategic plans, operating and capital budgets, master servicing plans, development charges studies, asset management plans.
- Resilient
  - Contains provisions for managing revenue fluctuations (e.g. variable water consumption) and contingencies
- Long-term
  - Incorporates a long-term view of future financial requirements including future asset management requirements and growth-related capital and operating requirements.

In the context of the current pandemic, the principle of sustainability is of vital importance. Ensuring that municipalities can manage financially in 2020 is, of course, an immediate priority, but it should not be done at the expense of financially crippling them in 2021 and beyond.

## 4.2 Flexibility

Ontario municipalities differ dramatically in a number of ways, including the services they provide, population, area, assessment base, incomes of residents, levels of urbanization, staffing and a host of other variables. It is why it is commonly said that when it comes to municipal finance policy “one size does not fit all.” For this reason, MFOA usually advocates for a broad array of policy tools for municipalities recognizing that some tools are more appropriate for some of our members than others. Having a broad array of policy tools that are discretionary allows municipalities to use the tools in creative ways to address local circumstances.

With respect to the current pandemic, this means that some policy recommendations in this paper might not be appropriate for all of our members. Some will be better positioned to deal with revenue losses or increased costs than others and this reality is reflected in our recommendations.

## 4.3 Autonomy

It is understood that no government is fully autonomous. But MFOA provides recommendations that support autonomy by leaving decisions that are local in nature

with their duly elected local councils. Municipalities must have sufficient authority to be able to respond to local needs in ways that central governments cannot.

With respect to the pandemic, municipalities must have autonomy to play a role in dealing with the crisis and managing to the post pandemic period that will almost certainly require new approaches to public health and emergency planning.

#### 4.4 Permissive Governance Framework

Building on the principles above, a permissive governance framework provides a flexible and varied array of policy tools for dealing with municipal issues and services. Uniform and rigid approaches seldom succeed and the legislative framework that governs municipalities and municipal finance needs to recognize this.

## 5. Objectives

Our objectives in writing this report is to make recommendations that:

- Leave municipalities in a financial position to continue to offer vital services (no ongoing major financial burdens that will impair them for years), and
- Maintain essential services during the pandemic and into the recovery period.

## 6. What Municipalities are Doing

Municipalities have a key role in mitigating the impact of COVID-19 on its communities; both to implement policies and procedures aimed at reducing the spread of COVID-19 as well as minimizing the economic repercussions of the pandemic on citizens. This section highlights some of the municipal actions amid the current pandemic, although this is not an exhaustive list.

### 6.1 Tax relief measures

At the onset of the Province's State of Emergency, many municipalities put in place tax policy changes to waive new penalties and interest for non-payment or late payment of property taxes. This decision provided immediate financial relief for many citizens. Some municipalities have taken a step further to defer property tax due dates by weeks or months to help provide cash flow relief for citizens.<sup>1</sup>

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<sup>1</sup>City of Mississauga. (2020). Interim tax payment deferral, <https://www.cbc.ca/news/canada/ottawa/city-defer-property-tax-1.5501420>; Chianello, J. (2020, March 18). City (of Ottawa) to defer property taxes in light of COVID-19, CBC News, <https://www.cbc.ca/news/canada/ottawa/city-defer-property-tax-1.5501420>

In addition, a number of municipalities have made the decision to waive interest charges on water/wastewater billing until at least June 2020 or as late as January 2021. In one example, a municipality has made the decision to maintain 2019 stormwater, wastewater, and water rates until 2021.<sup>2</sup> Given the pandemic's impact on the hospitality industry, many municipalities are also deferring or providing exemptions to the Municipal Accommodation Tax.

The decision to defer or waive penalties for property tax and utility bills can not be taken lightly, as these charges are an important revenue source for municipalities. These funds contribute to the operation and maintenance of essential services which must continue during the pandemic. As such, MFOA appreciates the Province's action to defer the required municipal quarterly remittance of education tax collections by 90 days, which provides some financial relief for municipalities.

It is still too early to know the full impact of these measures since due dates have been pushed back in many places. The dates themselves can also differ from municipality to municipality. A municipality with a February due date may report different collection ratios than municipalities with due dates after the State of Emergency was declared. To date we have heard from some members that property tax collection is still strong compared to previous years, but this is not expected to be true everywhere.

## 6.2 Closing facilities

The Province's State of Emergency on March 17<sup>th</sup> resulted in the immediate closure of municipal facilities such as parks, libraries, recreation centres, and more. The closure of these facilities is necessary to help reduce the spread of COVID-19, but there are significant revenue losses as a result. For instance, arenas are unable to collect for ice rentals during the hockey season which is a major source of funds from public arenas in the winter season. Pools are unable to run programming. Additionally, municipalities are incurring expenses through the increased use of bylaw officers to enforce the closure of parks.

As the pandemic began at the end of the winter season, the lost revenues are a one-time occurrence. However, if the pandemic persists into the Summer/Autumn season it will result in further significant revenue losses for municipalities. After water/wastewater and transit, recreation fees are a major revenue source for lower tiers and single tiers. While there may be cost savings related to closing the facilities, these are not sufficient to offset the revenue losses. And unlike property taxes, which are largely deferred, this is a permanent loss.

## 6.3 Reducing user fees

To further provide financial relief, municipalities have either reduced or removed fees for various services. Many upper- and single-tier municipalities are providing free transit

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<sup>2</sup> Town of Richmond Hill. (2020). COVID-19, <https://www.richmondhill.ca/en/find-or-learn-about/novel-coronavirus.aspx>

until the State of Emergency is lifted, which minimizes contact with transit operators as well as reducing costs for those who need it most. Similarly, municipalities are waiving city parking.<sup>3</sup> To contain the spread of COVID-19, many municipally-owned landfills have modified service levels for the general public. Some municipalities are also temporarily waiving fees for garbage tags and increasing their garbage limits.

#### 6.4 Other supports

Municipalities are also helping the most vulnerable members of their communities through a range of supports and partnerships. The City of Toronto has partnered with a local developer to provide interim housing for people sleeping outdoors.<sup>4</sup> The City of Thunder Bay is providing emergency funding to local non-profits to backstop organizations that have taken on a larger role during the COVID-19 pandemic.<sup>5</sup> The County of Renfrew placed free wi-fi access points across the County.<sup>6</sup>

#### 6.5 Cost reduction strategies

Municipalities are currently considering the financial impacts of COVID-19 and what short-term strategies can be implemented to minimize losses. Municipalities have identified incremental cost savings in the form of reduced utilities in now-closed facilities, as well as savings due to lower fuel prices. However, these savings do not offset the losses.

In the short-term, staff in non-essential work are either being redeployed to essential jobs or are being laid off, many under Declared Emergency Leave. Likewise, some municipalities have made the decision to not hire summer students, as well as cancel summer recreation programs. While several municipalities have yet to lay off staff, if the State of Emergency continues in the coming weeks this situation is likely to change.

Municipalities have begun to defer smaller projects such as planting flower beds, but under the Emergency Management and Civil Protections Act, essential maintenance work continues such as road work.

As the crisis continues and municipalities continue to analyse the financial impacts, we can anticipate further cost reduction strategies. MFOA has heard of some considerations, these range from strategies such as a moratorium on professional development and personal equipment, to deferrals of ongoing tenders, studies (such as development charge studies), and potential deferral of capital projects into 2021. At this time, it is unknown whether municipalities will need to implement these cost saving

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<sup>3</sup> Tsekouras, P. (2020, March 18). Some parking offences suspended amid COVID-19, CTV News, <https://toronto.ctvnews.ca/some-parking-offences-suspended-amid-covid-19-outbreak-1.4858577>

<sup>4</sup> [City of Toronto taking action to fight COVID-19 by providing interim housing to people sleeping in encampments](#)

<sup>5</sup> Kaufman, I. (2020, April 29). [Non-profits get emergency funding from city](#), tbneswatch.com

<sup>6</sup> County of Renfrew. (2020, April 3). COVID-19, <https://www.countyofrenfrew.on.ca/en/covid-19.aspx>

measures, but it is an important consideration when analyzing the longer-term effects of COVID-19 on municipalities.

## 7. Financial Challenges

The COVID-19 pandemic is creating major challenges for municipalities. The closing of non-essential businesses translates into reduced revenues while at the same time municipalities are incurring additional costs related to the pandemic. These realities mean that 2020 will be financially problematic for many Ontario municipalities and the financial fallout could continue into 2021 and beyond.

Ontario is a vast province, counting 39% of the population and 10.8% of the area of Canada<sup>7,8</sup>. Its diverse urban, rural, and northern municipalities not only face different economic, geographic, and demographic challenges, but also deliver different suites of services. Like individuals, no two municipalities will experience the current crisis and the post-crisis recovery period in the same way.

Further, given the unprecedented nature of the crisis, it is important to note that the financial challenges identified below reflect municipal understanding and forecasts to a point in time. As time goes on, the picture will become clearer. Actual impacts will only be known after the dust has settled and the recovery is well underway.

### 7.1 Revenue Shortfalls

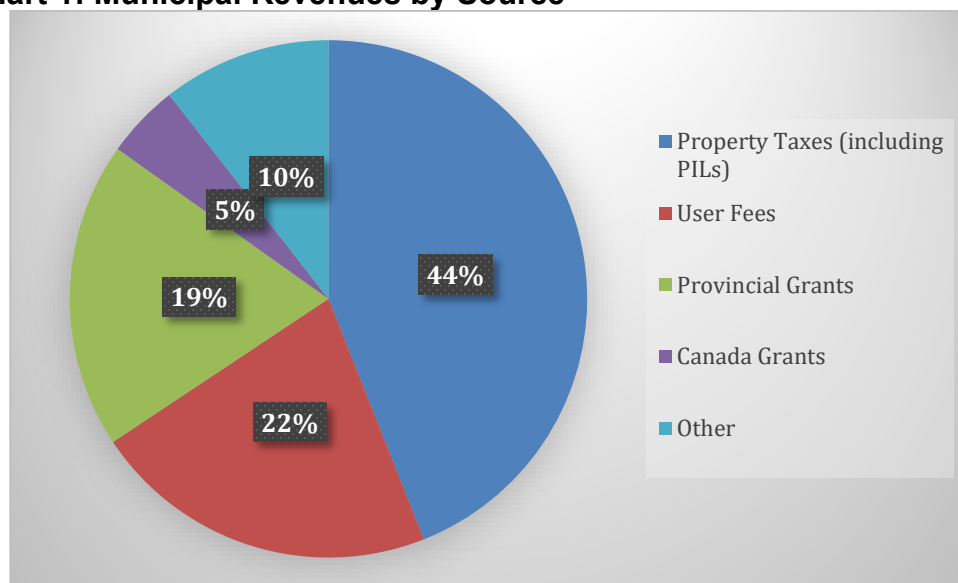
The primary sources of revenue for municipalities include property taxes, user fees, provincial and federal grants and a range of other revenues that could include investments, fines and penalties, licenses, asset sales and others. Chart 1 below illustrates 2018 municipal revenues by source for the entire Province.

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<sup>7</sup> Statistics Canada. [Table 17-10-0009-01 Population estimates, quarterly](#)

<sup>8</sup> Statistics Canada. [Table 15.7 Land and freshwater area, by province and territory](#)

**Chart 1: Municipal Revenues by Source<sup>9</sup>**



The shares shown in the chart will vary among municipalities in the Province. The revenue distribution for Wilmot Township (Waterloo Region) included in a recent webinar to MFOA members shows a significantly higher reliance on property tax revenues than the provincial totals in Chart 1.<sup>10</sup> A decline in property tax collection can have a major impact in a municipality such as this.

Notwithstanding the variations from the provincial average, it is the case that property taxes and user fees will account for a significant portion of total revenues almost everywhere.

Revenue losses are not all the same. For example, there is a strong expectation that property tax in particular will eventually be paid, or largely paid. There are powerful tools available in legislation to encourage payment up to and including tax sales. However, transit fares and recreation revenues are different. Lost revenues are lost permanently. There is no way to charge people for trips that they did not make. In cases where the service continues to be provided, the remaining revenues will be insufficient to meet costs. This will contribute dramatically to in year deficits.

Almost all municipalities are experiencing declines in the full range of revenue sources that includes property taxes, user fees, development charges, and investment income, but to different degrees.

- Per the City of Greater Sudbury's report dated April 9, total estimated lost revenues between March 17<sup>th</sup> and April 30<sup>th</sup> are \$2.2M (primarily comprised of

<sup>9</sup> The chart includes cash revenue sources only and excludes revenues, such as the municipal land transfer tax, that is unique to the City of Toronto.

<sup>10</sup> MFOA. (2020, April 14). Financial Impacts of COVID-19: Part 1 Panel Discussion. [http://mfoa-assets.s3-ca-central-1.amazonaws.com/Financial\\_Impacts\\_COVID19.mp4](http://mfoa-assets.s3-ca-central-1.amazonaws.com/Financial_Impacts_COVID19.mp4)

losses in transit, leisure/recreation, investment, OLG slot revenue) slightly offset by \$185,047 (additional long-term care and social services funding received) for a net loss of \$2M for the seven week period. Total 2020 operating budget is \$619.7M.<sup>11</sup>

- Per the Township of Malahide's report dated April 2, total estimated lost revenue to year end 2020 is over \$537,000 (primarily comprised of losses in permit fees, penalties and interest, lottery and tax certificates). Total 2020 operating budget is \$13.9M.<sup>12</sup>
- Per the Municipality of Port Hope's presentation dated April 29, total estimated lost revenue to June 30<sup>th</sup> is \$507,000 (primarily composed of losses in recreation, permits, parking) offset by \$144,000 in reduced salaries for a net loss of \$363,000. Total 2020 operating budget is \$20.2M.<sup>13</sup>
- Per the City of Mississauga's report dated April 6, total estimated lost revenue to June 30<sup>th</sup> is \$67M (primarily comprised of losses in transit, recreation, parking, investment interest, POA) partially offset by cost containment of \$8M (staffing) for a net loss of \$59M. Total 2020 gross operating budget is \$924.3M.<sup>14</sup>

#### 7.1.1 Property taxes

As shown in Chart 1, property taxes accounted for approximately 44% of all revenue province wide in 2018. Municipalities typically bill property taxes in two billings. An interim bill is issued early in the tax year and it is set to raise approximately 50% of the prior year's levy. A final tax bill is issued later in the year and raises the balance of the municipality's tax requirements for the year. Both interim bills and final bills have one or several installments, each with its own due date. By April, interim bills have been sent that can have a range of due dates, some of which would have included dates prior to the declaration of a state of emergency by the Province or perhaps shortly after that date. Typically, municipalities will impose penalties and interest for unpaid tax amounts after the due date.

Our members indicate that collection rates for these early dates may not be significantly impacted but there is concern that collection rates will fall with respect to later dates occurring after the closure of non-essential businesses and the layoff of their employees. Many municipalities have deferred payment dates and waived penalties

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<sup>11</sup> Greater Sudbury. (2020). 2020 Budget. <https://www.greatersudbury.ca/city-hall/budget-and-finance/2020-budget/>

<sup>12</sup> Township of Malahide. (2020). 2020 Budget. [http://www.malahide.ca/sites/default/files/2020\\_budget\\_public\\_summary.pdf](http://www.malahide.ca/sites/default/files/2020_budget_public_summary.pdf)

<sup>13</sup> Municipality of Port Hope. (2020). 2020 Budget. <https://www.porthope.ca/budget>

<sup>14</sup> City of Mississauga. 2020 Budget. [https://web.mississauga.ca/wp-content/uploads/2019/11/27103505/2020\\_2023\\_Business\\_Plans\\_2020\\_Budget\\_COMPLETE\\_CONSOLIDATED\\_GFOA-1.pdf](https://web.mississauga.ca/wp-content/uploads/2019/11/27103505/2020_2023_Business_Plans_2020_Budget_COMPLETE_CONSOLIDATED_GFOA-1.pdf)

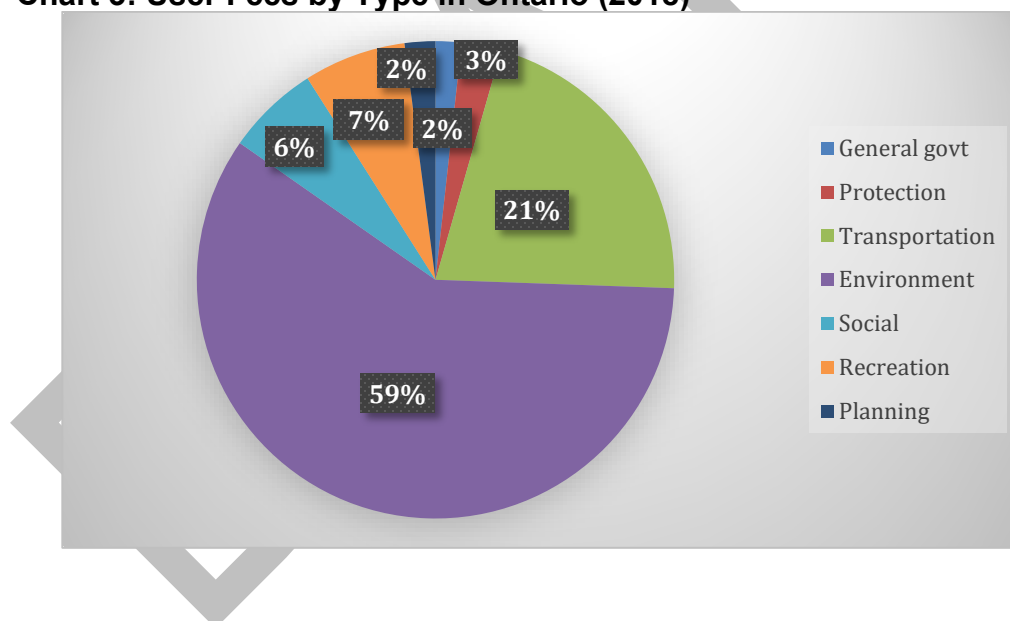


and interest on unpaid amounts. This means that due dates are effectively pushed into the future. Therefore, it is too early to have an accurate estimate of the impact of the state of emergency on property tax receipts. However, it is highly likely that property tax revenues will be significantly lower in many jurisdictions. The full extent of the impact will be better known by the end of June perhaps, but even then, uncertainty will remain if no progress is made on reopening the economy. Unfortunately, numerous recent articles suggest that some small businesses may close permanently, putting further pressure on municipal property tax collections.

### 7.1.2 User fees

Province-wide, user fees account for 22% of municipal revenues. Again, this varies by municipality. Municipalities impose a wide range of user fees that include charges for water and wastewater, transit, recreation, solid waste collection, parking fees and others. Chart 3 below shows the major categories of user fees and their relative importance across the Province. The chart for individual municipalities could look very different in individual municipalities. For example, some municipalities will not have water and wastewater charges or transit fares. In these places it could be that recreation fees will be much more important.

**Chart 3: User Fees by Type in Ontario (2018)**



A picture is emerging of the impact on user fees caused by the pandemic and the closure of non-essential businesses. Transit ridership is down in municipalities that provide public transit. In some cases, the service has been suspended and in other cases ridership is down as people are encouraged to stay home and work from home where possible. Some municipalities have restricted the number of riders on buses to allow for social distancing and have put more buses into service to accommodate demand on less crowded buses. This has increased costs at the same time as fares are falling. All municipalities have closed their recreation centres. This has resulted in



a loss of revenues for space rentals. At this time, it is not known when these facilities will be re-opened.

Even when re-opened, residents may not participate at the same rate as originally forecast. In addition, the need for a staged re-opening may impact the rate of recovery with fewer participants but similar costs.

### 7.1.3 Other revenues

Municipalities are reporting losses of varying significance in a range of activities, including:

- Investment income
- Parking fees
- POA revenues
- Housing rents
- Child care parent fees
- Museum and other cultural facilities revenues
- Airport, marinas, etc
- Waste management
- Traffic infractions
- Development charges
- Permit fees

In its May 4<sup>th</sup> report to Council, the City of Thunder Bay has estimated that if the current measures continue beyond May, the impact would be approximately \$1.1 million per month for tax support operations and \$0.3 million per month for rate supported operations.<sup>15</sup> The City of London, in its April 28<sup>th</sup> [report](#) to Council, estimated multi-million dollar losses related to transit, water and wastewater treatment, investment income, police services, parking, accommodation tax, and event revenue based on a return to “normal” operations between June and August; while the Town of Aurora estimates significant financial impacts, in its April 28<sup>th</sup> report to Council, to development, recreation including parks and advertising revenue, in addition to loss of property tax penalties.<sup>16</sup>

### 7.2 Cost pressures

In many instances, municipalities are experiencing increased costs as a result of the pandemic. As noted above, even though transit ridership is down, the requirements of social distancing and the need to get essential workers to work means that service

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<sup>15</sup> City of Thunder Bay (2020, May 4). Financial Implications of COVID-19 Pandemic & Budget Variance Report #1, <https://www.thunderbay.ca/en/city-hall/resources/Documents/Mayor-and-Council/AddInfo-Thurs-Apr-30-for-May-4-package-A.pdf>

<sup>16</sup> Town of Aurora. (2020, April 28). COVID-19 Financial Impact Forecast, <https://www.aurora.ca/en/your-government/resources/Legislative-Services/Agendas-and-Minutes/2020-Council-and-GC-Documents/Council-Agendas/2020-04-28-Council-Agenda-bmk.pdf>

needs to be maintained with more buses transporting fewer people. Also, depending on a municipality's suite of services, additional costs can relate to overtime (to maintain adequate staffing levels), additional personal protective equipment (PPE), and supplies.

Further, the need to socially distance has resulted in the purchase of additional technology to support remote work. It has also meant a fundamental change in how many municipalities and Councils operate in a very short time span. These types of changes have more resource implications and require more to implement than simply purchasing equipment, such as the need to adopt and train staff on new policies and procedures.

Municipalities are also subsidizing other key local services. For example, the City of North Bay will be providing a monthly subsidy to their local airport to offset the shortfalls due to a 70%-80% drop in passengers.<sup>17</sup> Local airports, such as the North Bay Jack Garland Airport, are not eligible for the federal government's airport funding supports.

### 7.3 Cost containment

Municipalities, overall, are good financial managers. Their culture of fiscal discipline is the result of multiple factors including the openness of municipal policy deliberation, the visibility of the property tax, and the high degree of provincial control over financial matters.<sup>18 19</sup> Given this culture, municipalities have responded to cost pressures with an array of cost containment strategies that include:

- Elimination of staff training and travel
- Hiring freeze including not hiring summer students
- Layoffs for part-time and casual employees
- Restricting overtime
- Reducing general maintenance on buildings
- Deferring 2020 capital projects where feasible
- Staff redeployment to reduce paid staff at home not doing work

There are additional offsets to some of these increased costs, but they tend to be minor. For example, municipalities report lower electricity costs and gasoline costs, but these are not significant enough to offset increases. Provincial and federal funding announcements have also helped address some costs. It should be noted as well that not all cost containment measures are available to all municipalities. In municipalities

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<sup>17</sup> Lee, M. (April 22, 2020). Airport to receive taxpayer assistance through 2020, <https://www.nugget.ca/news/local-news/airport-to-receive-taxpayer-assistance-through-2020>

<sup>18</sup> Taylor, Z. (2016). Good Governance at the Local Level: Meaning and Measurement, [https://munkschool.utoronto.ca/imfg/uploads/346/imfgpaper\\_no26\\_goodgovernance\\_zacktaylor\\_june\\_16\\_2016.pdf](https://munkschool.utoronto.ca/imfg/uploads/346/imfgpaper_no26_goodgovernance_zacktaylor_june_16_2016.pdf)

<sup>19</sup> Kitchen, H., and Slack, E. (2003). Special Study: New Finance Options for Municipal Governments, [https://munkschool.utoronto.ca/imfg/uploads/139/kitchenslack\\_new\\_finance\\_for\\_municipal\\_governments\\_2003.pdf](https://munkschool.utoronto.ca/imfg/uploads/139/kitchenslack_new_finance_for_municipal_governments_2003.pdf)

with few staff, layoffs could seriously impact core functions, while municipalities with unions may have less flexibility with respect to staffing decisions.

#### 7.4 Other challenges

In conversations with members, they have identified a number of other challenges related to the pandemic. One which is cited frequently is staffing. Some municipalities that have a number of COVID-19 cases can experience staff shortages, others face challenges in accommodating staff working from home which requires secure internet service, and all municipalities with essential services report the challenges of providing personal protective equipment to front line workers (e.g. police, fire, paramedics, public health, long-term care homes).

### 8. Provincial and Federal Assistance to Date

All three orders of government are working to support individuals and businesses during these unprecedented times. For municipalities, much of this role is to continue to provide the essential services that residents and businesses rely on, both on and off the front lines. This includes police services, fire, transit, water, waste management, sewer, paramedic, social housing, and long-term care homes, in addition to public health. Municipalities are also working to provide property tax and other relief options to support residents and businesses.

As evidenced by various municipal reports on financial impacts, for the most part, these service amendments do not allow municipalities to mitigate costs at the same rate as decreases in revenues, which will result in net loss positions. Further, with deferrals of major revenue sources, without a compensating decrease in costs, some municipalities are facing cash flow problems.

Given these pressures, MFOA members appreciate the assistance that has been provided to date to both them and the residents and businesses they serve. The federal government's support, primarily directed at individuals and businesses, will help keep Canadians afloat during these unprecedented times. While public sector bodies are excluded from many of these programs, municipalities benefit from the Reaching Home program for those experiencing homelessness and decreases in the Bank of Canada's key interest rate target. They await to hear whether top up funding for essential workers will flow to municipalities.<sup>20</sup>

MFOA members also commend the Ontario government for trying to "ensure the necessary resources are in place to protect the health of our people and our economy in this province." The Province, through its mini-budget and evolving support programs,

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<sup>20</sup> Aiello, R. (2020, April 15). Essential workers to get salary top-up, eligibility for emergency benefit expanded: PM, CTV News, <https://www.ctvnews.ca/health/coronavirus/essential-workers-to-get-salary-top-up-eligibility-for-emergency-benefit-expanded-pm-1.4897017>

has provided more assistance directly to municipalities.<sup>21</sup> Funding announcements, cash flow supports, and regulatory changes for municipalities provided to date include:

- Deferral of the quarterly education property tax remittance to school boards (Action Plan, p. 11)
- Additional funding for long-term care homes, public health, ambulance and paramedic services, and emergency supports (Action Plan, pp.3-4)
- Electricity rate relief (Action Plan, p. 4)
- Creation of the COVID-19 Residential Relief Fund to help protect some of Ontario's most vulnerable people<sup>22</sup>
- Child-care services to essential municipal workers, including public health, power, water, and wastewater workers<sup>23</sup>
- Flexibility for redeployment and other measures where there is local need during the outbreak including public health, child care, social assistance, and by-law enforcement<sup>24,25</sup>
- Extensions of DC bylaws and certain reporting requirements, as well as clarification about planning services
- Temporary Pandemic pay for certain frontline workers

All three orders of government have a shared responsibility for the wellbeing of Canadians. As the pandemic continues, light is shed and evidence is built with respect to the needs of residents, as well as municipalities. Municipalities appreciate the assistance provided to date and look forward to additional support through the crisis and its recovery. Support of the vital services municipalities provide acknowledge that there is only one taxpayer and that all governments are in this together.

## 9. Looking Ahead

As of the end of April, the time that this report was prepared, we have not yet reached the end of the emergency period declared by the Province. The duration of the current crisis and the length of the shutdown is still unknown. Total financial impacts for 2020 and beyond are also not known. Nor do we know whether additional financial supports will be granted to municipalities. Given the degree of uncertainty, this report focuses on immediate term issues arising from the closure of businesses, the loss of employment and the temporary loss of several important municipal services. This immediate term focus is reflected in the recommendations that follow.

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<sup>21</sup> Government of Ontario. (2020, March 25). Ontario's Action Plan 2020: Responding to COVID-19, <https://budget.ontario.ca/2020/marchupdate/pdf/2020-marchupdate.pdf>

<sup>22</sup> Ministry of Children, Community and Social Services. (2020). COVID-19 Residential Relief Fund (CRRF), <https://www.mcscs.gov.on.ca/en/mcscs/crrf.aspx>

<sup>23</sup> TVO. (2020, April 17). COVID-19: What you need to know for April 17, TVO, <https://www.tvo.org/article/covid-19-what-you-need-to-know-for-april-17>

<sup>24</sup> O. Reg. 116/20 under the *Emergency Management and Civil Protection* (EMCPA)

<sup>25</sup> O. Reg. 157/20 under the *EMCPA Act* for municipal government with a similar order, O. Reg. 154/20, for District Social Service Administration Boards (DSSABs)

MFOA anticipates one or more additional reports on the state of municipal finance as more information becomes available. It is anticipated that future reports will also focus on the recovery period and have recommendations to stimulate the economy and potentially to amend the legislative framework governing Ontario municipalities. In addition, we expect to consult with members to ascertain their views on the implications of the pandemic for the future of public health services, emergency planning and the protection of frontline municipal staff.

## 10. Recommendations

The pandemic has had a major impact on municipal finances by reducing revenues as well as increasing costs. While cost mitigation strategies are being pursued by municipalities, they produce insufficient savings to cover the added costs and lost revenues being experienced around the Province. Further supports, beyond those identified in the previous section, will be required in order that municipalities be able to continue to provide vital services to residents and the necessary infrastructure to enable the economy to recover in 2021 and beyond.

### 10.1 Support FCM's recommendations in principle

In their April 23, 2020 paper, "[Protecting vital municipal services](#)", the Federation of Canadian Municipalities (FCM) makes the following four recommendations to the federal government:

- Deliver at least \$10 billion in targeted emergency operating funding to all local governments as direct allocations using a hybrid formula modelled on both the federal Gas Tax Fund (GTF) and a ridership-based allocation for municipalities that operate transit systems.
- Deliver additional emergency operating funding to individual local governments facing unique financial pressures related to COVID-19 that are not fully met by the hybrid formula above.
- Commit to revisit the need for additional operating funding within four months.
- Provide local governments with the ability to transfer unused allocations to the federal GTF program for capital expenditures as part of Canada's COVID-19 economic recovery plan.

MFOA supports these recommendations in principle. In a time of crisis, support programs should be easy to administer to help money flow directly to those that need it in a timely way. Leveraging the existing administrative infrastructure of the federal GTF, where possible, achieves this objective.

The recommendations account for the disproportionate impact of the pandemic on transit providers, while providing support to all municipalities across the country. There is also a built-in review of the request to allow FCM to modify their ask as municipalities develop a better understanding of actual impacts and finetune projections.

Where we pause is understanding whether the compensation requested is tied to actual impacts of the pandemic. Given the diversity of the municipal sector and in the interest of fairness and equity, it is probable that the allocation formula will not accurately distribute assistance to municipalities based on the impacts of the pandemic.

### **Recommendation 1:**

**MFOA supports FCM's recommendations to the federal government in principle.**

## **10.2 Support for Revenue Shortfalls**

As we have noted, lost municipal revenues is a significant issue. Some revenue reductions might be manageable, but any significant reduction in property taxes, transit fares, water and wastewater billings or recreation fees without a commensurate reduction in costs might have large and potentially unmanageable consequences.

It is too early to estimate the magnitude of lost revenues from major revenue streams, but we would urge the Province to put in place a support grant to compensate for a significant portion of net lost revenues.<sup>26,27</sup> We further recommend that all Ontario municipalities be eligible for this grant. While many smaller jurisdictions may have impacts that are small relative to large urban municipalities, they may be large on a relative basis. Almost a quarter of Ontario municipalities would raise \$20,000 or less if they raised their levy by 1%. A \$200,000 impact would translate into a 10% levy increase at a time when we need to provide support to struggling businesses, employees, municipal frontline workers, and residents.

As discussed, with the deferral of major revenue sources and the need for service modifications without compensating decreases in costs, some municipalities are facing significant cash flow issues. For some revenue streams, the money will never be recovered. For example, the loss of user fees from operating transit systems is permanent; as is the loss of penalties and interest for municipalities that waived these charges on property taxes, utility bills, and other receivable balances. With other sources of revenue, the issue is temporal. For example, municipalities may collect deferred property taxes at a later date from property owners or recover amounts owing several years later via a tax sale.

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<sup>26</sup> "The Canadian Urban Transit Association is seeking \$400 million a month to keep services running as farebox and other revenue drop by up to 100 per cent. To maintain physical distance between transit operators and passengers, many systems are forgoing fare collection altogether." Public transit needs federal support now

<sup>27</sup> In this paper, net lost revenue is defined as the reduction in a revenue stream less direct savings, grants, subsidies, other contributions, and cost mitigation measures taken by the municipality. (i.e. Net Lost Revenue = Revenue reduction – [Savings + Grants + Subsidies + Other Contributions])

Given these distinctions, we suggest that a support grant be targeted and related to demonstrable net lost revenues. The grant would be intended to work in tandem with other proposed funding supports, including the cost compensation grant.

We also suggest that the Province or federal government provide interest-free forgivable loans to municipalities to address current shortfalls that are more temporal in nature. For example, ones caused by deferrals and late payments of potentially recoverable amounts, like property tax. We further suggest that municipalities receive a lump sum as soon as possible. Municipalities would then pay back the loans based on actual amounts collected. Should no funds be collected on certain properties and tax sales ultimately fail, the loan provider would forgive that portion of the loan.

We believe taken together these two programs would help address current cashflow issues and help to reduce municipalities' need to tap into capital reserve funds which may be needed in the recovery period.

## **Recommendation 2:**

- a. The Province establish a support grant to compensate municipalities for targeted net lost revenues resulting from the COVID-19 emergency. Targeted revenue streams include transit and recreation.**
- b. The Province or federal government provide forgivable interest-free loans to municipalities to address revenue shortfalls of a temporal nature.**

### **10.3 Cost Compensation Grant**

Many municipalities in the Province are experiencing increased costs directly related to the pandemic. Such costs include: additional PPE for essential frontline workers; IT-related expenses to accommodate work from home; additional staffing costs related to the province's emergency measures (e.g. redeployments and the inability of employees to work at multiple long-term care homes); and more rigorous cleaning services.

In the past, the Province has provided a level of compensation for costs incurred to deal with emergencies, like natural disasters and the SARS pandemic. We recommend a continuation of this approach with respect to the current pandemic. To facilitate the process, we propose roughly modeling the program on the MMAH Municipal Disaster Assistance Recovery Program. Specifically, we recommend providing reimbursement for both operating and capital expenditures, as well as flexibility with respect to eligible costs. We also recommend that this include compensation for wages and other incremental staff-related expenses directly attributable to the pandemic. Due to the diverse nature of municipalities, types of expenditures may differ and a prescriptive listing of eligible expenses will fail to cover all local circumstances. Our members would welcome such a program and many have already started accounting for COVID-19 related costs separately.



One note of caution, while MFOA understands the need for accountability, we advise against the imposition of burdensome reporting requirements such as the application requirements for the former Ontario Disaster Relief Assistance Program (ODRAP). According to our members, the ODRAP requirements to recover expenses for damage caused by the 2013 ice storm were such that some municipalities believed that the cost of applying for relief outweighed the potential benefit.

### **Recommendation 3:**

**The Province establish an emergency cost recovery grant to compensate municipalities for increased costs directly related to the COVID-19 emergency.**

## 10.4 Predictable, Stable Transfers

As noted above, federal and provincial transfers are an important source of revenue in almost all Ontario municipalities and a major source in many. We recommend that funding from existing transfers remain stable in the coming years. The scale and speed of jobs lost to the end of April 2020 as a result of the pandemic is unmatched in Canadian history.<sup>28</sup> Material drops in transfer payments places more upward pressure on municipalities' existing tax base during the recovery, when residents and businesses may continue to experience the effects of the pandemic. This pressure could result in decreases in service levels or continued deferral of capital projects in the near term, both of which could hurt the recovery process.

One specific transfer to consider at least maintaining is the Ontario Municipal Partnership Fund (OMPF). As the largest unconditional provincial grant to municipalities, OMPF is an important source of funding for many. In fact, some municipalities report more OMPF funding than own purpose taxation.

The Province and municipalities have a complex, intertwined relationship with transfers to municipalities covering a wide range of services.<sup>29</sup> As such, municipal transfers should be reviewed holistically and aligned with provincial-municipal priorities. For example, the anticipated benefit of an infrastructure stimulus grant could be undermined if paired with a cut to other infrastructure supports such as the Ontario Community Infrastructure Fund (OCIF).

We also recommend that the Province provide information about the status of municipal transfers as early as possible. Providing information earlier in the process allows municipalities to plan strategically and optimize their limited resources. While timeliness has always been valued by municipalities, its importance has only increased due to the high degree of uncertainty attached to all phases of the pandemic and recovery.

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<sup>28</sup> Boisvert, N. (2020, May 8). Ontario has now lost more than 1 million jobs during the COVID-19 pandemic. CBC, <https://www.cbc.ca/news/canada/toronto/ontario-covid19-april-jobs-1.5562034>

<sup>29</sup> Eidelman, G., Hachard, T., & Slack, E. (2020). In It Together: Clarifying Provincial-Municipal Responsibilities in Ontario. Ontario360, <https://on360.ca/policy-papers/in-it-together-clarifying-provincial-municipal-responsibilities-in-ontario/>



In addition, we recommend paying transfers up front, rather than in instalments to assist municipal cash flows. MFOA also recommends, where appropriate, providing transfer payment and grant recipients discretion to focus on current priorities, similar to the time-limited flexibility offered by the Ministry of Children, Community and Social Services<sup>30</sup>.

This would include:

- Having the flexibility to shift funding within the organization and across program areas to focus on critical services and needs in relation to COVID-19
- Not being held accountable to meet predefined service targets or performance measures
- Not be required to return funds if there is any underspending to address COVID-19 related pressures.

#### **Recommendation 4:**

**The provincial and federal governments, under existing programs, maintain committed transfer payments to each municipality as planned for 2020-2022.**

#### 10.5 Extend Statutory and Non-Statutory Deadlines

At the onset of the Province's State of Emergency, municipalities were quick to mobilize staff and resources towards implementing the measures as well as provide relief and reassurance to the community where possible. Simultaneously, municipal staff have had to adjust to social distancing rules by working from home with little to no access to municipal offices. Coupled with the required day-to-day municipal operations that remain essential, municipal finance staff have had to drastically change their usual work plans.

Given these pressures, municipal staff currently do not have the capacity to complete regular reporting duties as required, both for legislative requirements and for non-statutory requirements, such as transfer payment agreements. This disruption will likely bleed into the post pandemic period as even once the State of Emergency is lifted, municipal resources will be devoted to recovery efforts.

Last year, the provincial government successfully worked with municipal associations to reduce the reporting burden. Despite this work, the issue persists. As such, MFOA recommends that in recognition of the ongoing pressures on municipal staff stemming from the pandemic, the Province extend their reporting deadlines. In the short-term, this will help municipalities focus on pandemic management. In the long-term, extending timelines will ensure municipalities can produce meaningful work that embodies the spirit of the required reporting.

For instance, the requirement for mandatory asset management plans for core assets under O. Reg. 588/17 of the Infrastructure for Jobs and Prosperity Act, 2015 is meant to encourage municipalities to use their asset management plans to inform capital project

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<sup>30</sup> As per a memorandum dated March 24, 2020 from the Ministry of Children, Community and Social Services to regional stakeholders regarding COVID-19.

planning and budgeting. This process requires time and resources that are not available during the pandemic. Similarly, the implementation of changes to the Planning Act and Development Charges Act, especially the new Community Benefits Charge authority, will demand municipal staff time and money for consultants (see Appendix A).

In addition, MFOA has heard from municipalities concerned that they will have to repay large grants if they are unable to meet deadlines created in a pre-pandemic world. For some, extending deadlines addresses issues with changes to construction schedules due to physical distancing requirements, among other changes. An extension recognizes that we are operating in abnormal circumstances and helps municipalities deliver essential services without added pressure to complete burdensome reporting.

MFOA recognizes the importance of statutory requirements and the value that reporting and data have for evidence-based decision-making. Deferring deadlines will ensure municipalities meet these important requirements as well as enabling municipalities to target resources to pandemic management and recovery right now.

**Recommendation 5:**

**The Province extend statutory and non-statutory reporting deadlines: 1-year deferrals for new requirements and 6-month deferrals for existing reporting deadlines. Timelines should be reviewed in tandem with the easing of restrictions.**

## 10.6 Continue Intergovernmental Discussions

The pandemic is unprecedented and its impact on municipal finance are sweeping. MFOA has found that in a policy environment that is moving and changing as rapidly as this, that wide-spread and frequent dialogue is required. Regional and large single tier treasurers, who normally meet every other month, now have virtual meetings every week. Treasurers in regions or counties are meeting far more regularly as well. MFOA is hosting a number of information sessions on the financial impacts of COVID-19 to provide a vehicle for our members to share information, identify common problems and explore workable solutions. This has been invaluable. However, the dialogue with respect to municipal issues in general, and finance in particular, needs to include all levels of government. Such dialogue will be critical as we manage our way through the existing phase of the pandemic and transition to some type of new normal which will almost certainly require new approaches to emergency planning and the protection of health care services and workers. We urge the Province to continue to include municipal finance representatives in discussions about moving forward as municipalities will have a vital role to play. Any departure from the existing cooperative and inclusive discussions will be problematic.

**Recommendation 6:**

**The Province continue to work closely with its municipal partners to learn the “on the ground” lessons of the financial impacts of the pandemic and to plan for future recovery.**

## 11. Conclusion

At the time of writing this report, we are still in the early days of understanding the long-term effects of the COVID-19 pandemic, both from a public health and economic perspective. The current pandemic is unprecedented and requires all orders of government to come together as partners to manage the pandemic's reach for the safety of the entire province and nation. Once the pandemic is contained, the orders of government must continue to work together on efforts for economic recovery.

Municipalities are all unique in their size and circumstances, and the impact of the COVID-19 pandemic will vary widely across the province. This report documents a number of recommendations for both the federal and provincial government, but it is an important reminder that a "one size fits all" policy approach will not be an equitable process to mitigating the municipal financial impact of the pandemic. Instead, focus should be on providing flexible policy options that allow municipal leaders to use funds and resources where it is needed most in their community. Municipalities must continue to be partners in the economic recovery process to ensure that funding initiatives are tied to the principle of long-term municipal financial sustainability.

MFOA thanks all orders of government for their demonstrated leadership in this time of crisis. We hope that this paper will build on the existing desire to work together over the coming months that will include dealing with the pandemic and the subsequent economic recovery. We would be pleased to elaborate on any of the issues discussed in this report.

## Appendix A: Community Benefit Charge

There have been changes made to the legislative framework governing how municipalities recover growth-related costs. Until recently, most growth-related costs were recovered through the Development Charges Act (DCA), though various provisions of the Act resulted in municipalities paying for a portion of growth-related costs. Other costs, such as parkland acquisition were dealt with through the Planning Act (PA) while other costs were captured through density bonussing provisions of that Act. Amendments to both the Development Charges Act and the Planning Act changed some of the services that were recoverable from the DCA and eliminated provisions in the PA regarding density bonussing. A new Community Benefits Charge (CBC) was introduced into the PA to enable the recovery of growth-related costs for certain “soft” services, which are no longer eligible services for the purposes of the DCA. CBC charges are to be capped based on a percentage of land values in a municipality.<sup>31</sup>

MFOA is recommending that the introduction of the CBC be deferred for at least 12 months. First, transitioning to the charge will be very labour intensive. The CBC requires a strategy plan and new DC by-laws require a background study, both of which need to be integrated with a common growth and employment forecast and growth-related capital budget. In addition, a parkland master plan will almost certainly be required to optimize revenue for parkland acquisition. This workload is extremely demanding on finance departments that will be occupied with a host of pandemic issues and pressures during the remainder of 2020. We sense that the Province appreciates this situation as it recently made amendments to the DCA to extend existing DC by-laws. This action was appreciated.

Secondly, it is far too soon to know what impact the pandemic will have on land values which provide a cap for the CBC. If land values are affected, it is not clear how long they will be affected. This makes revenue forecasting under a CBC very problematic.

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<sup>31</sup> MFOA’s commentary on changes to the DCA and PA related to the CBC, can be found on the MFOA [website](#).

**Ministry of Long-Term Care**  
Office of the Deputy Minister  
400 University Ave, 6<sup>th</sup> Fl  
Toronto ON M5G 1S5  
Telephone: 416-325-6200

**Ministère des Soins de longue  
durée**  
Bureau du sous-ministre  
400, av University, 6<sup>e</sup> étage  
Toronto ON M5G 1S5  
Téléphone : 416-325-6200



eApproval# 179-2020-22

May 15, 2020

Dear Long-Term Care Home Licensees:

**Re: Temporary Pandemic Pay**

Further to the recent announcement by the Premier on April 25, 2020, I am pleased to confirm the Ministry of Long-Term Care (the “ministry”) will be providing temporary Pandemic Pay for Long-Term Care frontline and support workers who are experiencing severe challenges in the workplace and are at heightened risk during the coronavirus (COVID-19) outbreak.

Pandemic Pay measures will be in effect for an anticipated 16-week period. Payment will be retroactive to April 24, 2020 and will extend to August 13, 2020. It will consist of:

1. **A temporary top-up based on hourly wages:** Eligible Long-Term Care staff will receive \$4 per hour for all hours worked; and
2. **Monthly lump sum payments:** Eligible Long-Term Care staff will receive an additional lump sum payment of \$250 a month, conditional on 100 hours being worked in one of the following designated four-week periods, for a total of up to \$1,000 in lump sum payments.
  - April 24, 2020 to May 21, 2020
  - May 22, 2020 to June 18, 2020
  - June 19, 2020 to July 16, 2020
  - July 17, 2020 to August 13, 2020

All publicly funded non-management staff who are working on-site at a licensed Long-Term Care Home are eligible for temporary Pandemic Pay, including clinical care staff and support staff (full-time, part-time and or/casual workers). We are asking that employers add the Pandemic Pay to their employees’ regular paycheques or include Pandemic Pay in contracts with external agencies.

The funding required will be provided to licensees that are party to a Letter of Agreement for Ministry Direct Funding to Long-Term Care Homes (Direct Funding Agreement, or DFA) with the ministry. The Pandemic Pay funding program policy to be provided under the DFA will outline the specific funding program requirements, and the funding will be subject to accountability and reporting requirements set out in the DFA. Note, statutory deductions and

entitlements still apply and the incremental employer portion will be funded by the Government of Ontario.

Additional details regarding direct funding allocations and the detailed program policy under the DFA, will be communicated at the beginning of June by ministry staff. We anticipate that money will begin flowing as soon as possible.

To the extent that there may be conflicts between the provision of temporary Pandemic Pay and the requirements under the *Protecting a Sustainable Public Sector for Future Generations Act, 2019* (PSPSFGA), the government has issued a Regulation under the *Emergency Management and Civil Protection Act, 1990*. This order ensures that eligible employers who are subject to wage moderation under the Act are able to provide eligible frontline workers with Pandemic Pay<sup>1</sup>.

The Government of Ontario recognizes this is a rapidly evolving and dynamic situation and will continue to monitor and consult on the best approaches to support Ontarians, including LTC staff. For additional information please visit: <https://www.ontario.ca/pandemicpay>.

If you have any questions or require further information, please contact the ministry by e-mail at [LTC.Info@ontario.ca](mailto:LTC.Info@ontario.ca).

Thank you for your continued dedication and commitment to improving the quality of long-term care in Ontario.

Sincerely,

ORIGINAL SIGNED BY

Richard Steele  
Deputy Minister of Long-Term Care

c:

Ms. Janet Hope, Assistant Deputy Minister, Long-Term Care Policy Division  
Mr. Brian Pollard, Assistant Deputy Minister, Long-Term Care Operations Division  
Mr. Peter Kaftarian, Chief Administrative Officer & Assistant Deputy Minister, Corporate Services Division  
Ms. Donna Duncan, Ontario Long Term Care Association  
Ms. Lisa Levin, AdvantAge Ontario  
Mr. Dan Kaniuk, Chair, Board of Directors, Ontario Long-Term Care Association  
Ms. Jane Sinclair, Chair, Board of Directors, Advantage Ontario  
Mr. Matt Anderson, President and CEO, Ontario Health  
Mr. William Hatanaka, Board Chair, Ontario Health

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<sup>1</sup> For additional information, please refer to O. Reg. 195/20: Order under subsection 7.1 (2) of the Act - treatment of temporary COVID-19 related payments to employees:  
<https://www.ontario.ca/laws/regulation/200195>

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**Subject:** FW: Update: Long-Term Care Proposal

**From:** Jeff Foss

**Sent:** March 30, 2020 10:44 AM

**To:** Angela Lochtie <[alochtie@pembroke.ca](mailto:alochtie@pembroke.ca)>

**Subject:** RE: Update: Long-Term Care Proposal

Good morning Angela

In accordance with our Memorandum of Understanding, please be advised that the resident population (census) data taken on December 31, 2019 is as follows:

City of Pembroke	27.80%
County of Renfrew	72.20%

Sincerely,

*Jeffrey Foss* CPA, CMA, CMO

Director of Finance / Treasurer

County of Renfrew

9 International Drive

Pembroke, ON K8A 6W5

Ph: 613-735-7288

Cell: 343-369-0768

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**From:** Angela Lochtie <[alochtie@pembroke.ca](mailto:alochtie@pembroke.ca)>

**Sent:** December 18, 2019 9:28 AM

**To:** Jeff Foss <[JFoss@countyofrenfrew.on.ca](mailto:JFoss@countyofrenfrew.on.ca)>

**Cc:** Terry Lapierre <[tlapierre@pembroke.ca](mailto:tlapierre@pembroke.ca)>

**Subject:** Update: Long-Term Care Proposal

Good morning, Jeff.

The long-term care proposal was discussed at the Parks and Recreation Committee meeting last night regarding the County's proposal to freeze the City of Pembroke's share of long-term care costs effective immediately until 2021.

The Committee has recommended the following:

- Freeze the City of Pembroke's percentage share of (long-term care) costs at the 2019 rate of 30.63% with the stipulation that the December 31st resident population (census) data still be provided to the City by March 31st of the following year.

While the annual census data would not be used for our cost sharing arrangement under this short-term revised arrangement, it would still provide valuable information to develop a medium-term trend under the new census methodology as we look to possible renegotiations in 2021.

If County Council is in agreement with this temporary arrangement, please forward to us the MOU paperwork for formal approval/sign-off.

If you have any questions or require further information, please do not hesitate to contact me.

Angela

Sincerely,

Angela T. Lochtie, CPA, CMA/PFA

Treasurer/Deputy-Clerk

City of Pembroke



**Ministry of  
Municipal Affairs  
and Housing**

Municipal Finance Policy Branch

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M5G 2E5  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M5G 2E5  
Tél. : 416 585-7000



March 13, 2020

Dear Municipal Treasurer, Clerk/Treasurer:

I am pleased to enclose a report showing your municipality's 2020 Annual Repayment Limit (ARL) respecting long-term debt and financial obligations. Your 2020 ARL was calculated based on 25 percent of your net own source revenues as reported in your 2018 Financial Information Return (FIR).

We have adjusted the joint local board fees and revenues for homes for the aged reported in your 2018 FIR to include only your share of such revenues. If you have any concerns with this adjustment you may request a review of the adjustment calculation, in which case you will be requested to submit necessary additional information for both your municipality and all other municipalities participating in the joint local board for the homes.

If you require any further information, please contact the appropriate Municipal Service Office of the Ministry of Municipal Affairs (list enclosed).

Yours truly,

A handwritten signature in dark ink, appearing to read "Caspar Hall".

Caspar Hall  
Director

Enclosures

## 2020 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

<b>MMAH CODE:</b>	<b>69000</b>	
<b>MUNID:</b>	<b>47000</b>	
<b>MUNICIPALITY:</b>	<b>Renfrew Co</b>	
<b>UPPER TIER:</b>		
<b>REPAYMENT LIMIT:</b>		<b>\$ 17,867,341</b>

The repayment limit has been calculated based on data contained in the 2018 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2018 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2020

### FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	222,666,566
(a)	15 years @ 5% p.a.	\$	185,456,893
(a)	10 years @ 5% p.a.	\$	137,966,873
(a)	5 years @ 5% p.a.	\$	77,356,237
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	189,286,868
(a)	15 years @ 7% p.a.	\$	162,734,208
(a)	10 years @ 7% p.a.	\$	125,492,729
(a)	5 years @ 7% p.a.	\$	73,259,627

# DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Renfrew Co

MMAH CODE:

69000

## Debt Charges for the Current Year

		1 \$
0210	Principal (SLC 74 3099 01) . . . . .	1,077,529
0220	Interest (SLC 74 3099 02) . . . . .	459,941
0299	<b>Subtotal</b>	1,537,470
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . .	0
9910	<b>Total Debt Charges</b>	1,537,470

## Amounts Recovered from Unconsolidated Entities

		1 \$
1010	Electricity - Principal (SLC 74 3030 01) . . . . .	0
1020	Electricity - Interest (SLC 74 3030 02) . . . . .	0
1030	Gas - Principal (SLC 74 3040 01) . . . . .	0
1040	Gas - Interest (SLC 74 3040 02) . . . . .	0
1050	Telephone - Principal (SLC 74 3050 01) . . . . .	0
1060	Telephone - Interest (SLC 74 3050 02) . . . . .	0
1099	<b>Subtotal</b>	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02) . . . . .	627,096
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02) . . . . .	0
1420	<b>Total Debt Charges to be Excluded</b>	627,096
9920	<b>Net Debt Charges</b>	910,374

		1 \$
1610	Total Revenue (SLC 10 9910 01) . . . . .	144,599,679
<b>Excluded Revenue Amounts</b>		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01) . . . . .	58,764,579
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .	3,018,701
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01) . . . . .	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01) . . . . .	0
2230	Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01) . . . . .	4,310,581
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .	-248,417
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .	0
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .	14,264,867
2253	Other Deferred revenue earned (SLC 10 1814 01) . . . . .	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .	0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01) . . . . .	0
2299	<b>Subtotal</b>	80,110,311
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .	-10,621,493
2610	<b>Net Revenues</b>	75,110,861
2620	<b>25% of Net Revenues</b>	18,777,715
9930	<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b> (25% of Net Revenues less Net Debt Charges)	17,867,341

\* SLC denotes Schedule, Line Column.

May 27, 2020

Public Works & Engineering Report  
Presented by Lee Perkins, Director of Public Works & Engineering.

Members of County Council:

## **INFORMATION**

### **1. Staffing**

#### **(a) Day Labour Crew**

Mr. Kyle Deslaurier and Mr. Philip McLaren commenced employment as Construction Labourers on May 4, 2020. Mr. Nicholas Heideman and Mr. Aaron Weisenberg have returned effective May 4, 2020. All contracts are scheduled to end on October 30, 2020.

#### **(b) Summer Student Labourers-Patrols**

Mr. Mitchell Ross commenced employment as Summer Student Labourer on May 4, 2020 at the Goshen Patrol Garage. An offer letter was extended to a returning student for the South West Patrol Garage and offers were extended for the White Water Road Patrol and Cobden Patrol garages. Pending receipt of the appropriate pre-employment documentation, the individuals will commence their employment with the County on June 1, 2020. All of these students will be returning to school in the fall of this year.

#### **(c) Summer Students- Engineering**

Recruitment for the engineering summer students has been concluded with all three students expected to commence their employment on June 1, 2020. This year two previous employees, Ms. Dayna Musclow and Ms. Melanie Weisenberg will be joined by one new student Mr. Caelan Barber who recently completed a co-op program with the Department. All are enrolled in university or college level engineering programs. These students will be involved in a number of tasks ranging from existing conditions inspections through to on site contract administration for construction projects. The Engineering Students will be returning to school in September 2020.

### **2. Tenders and Quotations**

A number of tenders and quotations have been requested and received including participation by ten local municipalities. The results of those tenders and quotations received to date are provided in Appendix I. Tenders listed in Appendix I have been awarded to the lowest bidders by the Warden and the Chief Administrative Officer, under delegated authority or by the Chief Administrative Office depending on the value of the procurement and the contract award requirements. In all cases the procurements have followed the processes set out in Policy GA-01 Procurement of Goods and Services.

3. Capital Program Variance Report

Attached as Appendix II is the Capital Program Variance Report. At the present time, it is too early in the year to predict any trends. Projections for the Capital Program are in the amount of \$495,336 over budget. It is anticipated with future tenders that favourable pricing will be received and additional gas tax funding can be used if necessary.

4. Monthly Project Status Report

Attached as Appendix III is the Monthly Project Status Report.

**RESOLUTIONS**

5. County Road 51 (Petawawa Boulevard) Class 'A' Estimate and Design and Traffic Light Upgrades

**RESOLUTION NO. OP-CC-20-03-22**

THAT County Council direct staff to complete a Class 'A' estimate and design for the intersections of County Road 51 (Petawawa Boulevard), County Road 55 (Paquette Road), Menin Road and Festubert Boulevard; and Victoria Street, Portage Road, and Doran Road, Mohn's Road; AND THAT staff be directed to continue with the plan to rehabilitate County Road 51 (Petawawa Boulevard) in 2021 and County Structure B203 (Petawawa River Bridge) in 2022 as identified in the Corporation of the County of Renfrew Asset Management Plan, as well as enhancements to traffic light timings at the intersection of County Road 51 (Petawawa Boulevard), Portage Road, County Road 16 (Victoria Street) and the intersection of County Road 51 (Petawawa Boulevard) and County Road 26 (Doran Road) to be completed Spring 2020. AND FURTHER THAT County Council approve County Road 51 (Petawawa Boulevard) to be returned to the County of Renfrew's Asset Management Plan (AMP) and that the AMP reflect the full cost of the project at \$24 million with a corresponding senior government funding provision also in the amount of \$24 million with a 5-year window.

**Background**

A report from the County Road 51 (Petawawa Boulevard, Petawawa) Advisory Committee was discussed at the last Operations Committee meeting held on March 10, 2020. As identified in the 2014 Petawawa Transportation Study (Attached as Appendix IV) improvements to a number of intersections were identified given the high volume of daily traffic along County Road 51 (Petawawa Boulevard). The enhancement of the intersection of County Road 51, County Road 55 (Paquette Road), Menin Road and Festubert Boulevard will improve traffic flow. The design and estimate are currently not identified in the County's Asset Management Plan, therefore funding would have to be determined. The current plan has the County of Renfrew resurfacing with curb repairs for County Road 51 from County Road 55 to County Road 26 (Doran Road) budgeted at \$360,162 in 2021. Also in 2021, \$130,000 has been budgeted for design as it relates to rehabilitation of County Structure B203 with \$1,170,000 budgeted for 2022 for rehabilitation of the structure.

Discussions on the expansion of County Road 51 have been ongoing since 2007, and the complete chronology is attached as Appendix V. In a report to County Council on April 15, 2018, it was noted that “The inclusion of the expansion of County Road 51 (Petawawa Blvd) in the Asset Management Plan will strengthen the County’s position that the project is a high priority, when future discussions take place with officials from the senior levels of government regarding funding assistance. There are several other potential projects that could also be considered as being outside of the current Asset Management Plan. The document attached as Appendix VI, entitled “Building Renfrew County Up” outlines a number of projects that are of significant value and which are dependent on funding from sources beyond the County of Renfrew.” On April 25, 2018, County Council approved Resolution Number FA-CC-18-04-42 “THAT County Council approve that the County of Renfrew’s Comprehensive Asset Management Plan (CAMP) be updated to include the section titled Building Renfrew County Up and that the addition to the CAMP be approved at this session of County Council.”

A letter dated July 18, 2019 from Ms. Julia Danos, Director of Intergovernmental Policy, Ministry of Infrastructure stated the County of Renfrew’s joint application with the Town of Petawawa was unsuccessful. The County’s portion of the project was then discontinued and not included in the 2020 budget process.

The entire expansion of County Road 51 including a second bridge, and intersection improvements with roundabouts was estimated in 2014 to be \$19,034,000 (*County of Renfrew – Petawawa River Crossing Municipal Class Environmental Study Phase 3 and 4 Environmental Study Report*, AECOM 2013); using the time value of money equation it would be \$21,435,375 in 2020 dollars. Currently, the County of Renfrew has no financial plan to complete the expansion of County Road 51, as alluded to above. Maintenance activities are planned for 2021 and 2022 as the roadway surface has outlived its useful life span, and the existing bridge requires rehabilitation as identified in the Asset Management Plan.

Attached as Appendix VII is correspondence dated November 13, 2019 addressed to Colonel Lapointe, Commander, Garrison Petawawa.

The Operations Committee received a delegation, representing Garrison Petawawa, Colonel Lapointe who provided Committee with an overview of the priorities that Garrison Petawawa would recommend regarding the traffic congestion on County Road 51.

Preferable options for the development of Petawawa Boulevard as presented by Colonel Lapointe are as follows:

1. Twining of Petawawa Boulevard and bridge including intersection improvements at the Garrison Gate, Victoria Street, Portage Road, Petawawa Boulevard and Doran Road.
2. Traffic circles/roundabouts at the Garrison Gate, Victoria Street, Portage Road, Petawawa Boulevard and Doran Road.
3. Traffic signals timing adjustments at the Garrison Gate, Victoria Street, Portage Road, Petawawa Boulevard and Doran Road.
4. New Bridge crossing at a different location along the Petawawa River to the base.

The ability of the Garrison to provide funding for such projects is subject to the Vote 10 program which is the base funding mechanism within the Department of National Defence.

Attached as Appendix VIII is a letter dated May 12, 2020 from Colonel Lapointe reiterating the public infrastructure priorities for the Garrison.

**Department of Public Works & Engineering 2020 Capital Projects Approved under delegated authority**

	<b>Budget \$</b>	<b>Tender (Project) Amount \$</b>	<b>(<span style="color: red;">under</span>)/ Over Budget \$</b>	<b>Approval Authority</b>
County Road 69 Land transfer	n/a	n/a	n/a	by-law 44-20
County Road 28 (Barron Canyon Road)	n/a	n/a	n/a	By-law 66-20
PWC-2020-03 County Road 65 (Centennial Lake Road) and County Road 508 (Black Donald Road) Rehabilitation	1,217,180	1,099,088.59	-118,091.41	By-Law 67-20
PWC-2020-04 County Road 67 (Simpson Pit Road) Rehabilitation	675,680	491,443.73	-184,236.27	By-Law 68-20
PWC-2020-05 -County Road 5 (Stone Road) Rehabilitation	841,976	710,462.80	-131,513.20	By-Law 69-20
PWC-2020-09- County Structure B202 (Cameron Street Bridge) Rehabilitation	800,000	1,179,976.80	379,976.80	By-Law 70-20
PWC-2020-15-County Road 515 (Palmer Road) and County Road 515 (Quadeville Road) Rehabilitation	1,829,998	1,854,581.14	24,583.14	By-Law 71-20
PWC-2019-17 updated proposal for Engineering Services for County Structure B202 (Cameron Street Bridge)	800,000	1,179,976.80	379,976.80	Committee

**Department of Public Works & Engineering 2020 Capital Projects Approved under Director of Public Works & Engineering**

<b>Project Description</b>	<b>Budget \$</b>	<b>Tender (Project) Amount \$</b>	<b>(<span style="color: red;">under</span>)/ Over Budget \$</b>	<b>Approval Authority</b>
PWO-2020-01- Street Sweeping Urban Areas	172,000.00	32,400.00	<span style="color: red;">-139,600.00</span>	Director
PWO-2020-01 - Manhole Catch Basin Cleaning	100,000.00	26,100.00	<span style="color: red;">-73,900.00</span>	Director



Road Reconstruction/Rehabilitation								
Note: Limits and Length of projects are approximate and subject to revision based on final design and budgets								
Road #	Location	From	To	Length (km)	2020 BUDGET	April Projected	May Projected	Variance
1	River Road <i>McNab/Braeside</i>	Toner Road	Mast Road	2.06	500,000	500,000	500,000	0
1	River Road <i>Horton</i>	Mullins Road	County Road 4 (Storyland Road)	3.57	945,617	810,000	810,000	-135,617
5	Stone Road <i>Admaston/Bromley</i>	Reid Road	Berlanquet Road	2.57	841,976	841,976	710,463	-131,513
7	Foresters Falls Road <i>Whitewater Region</i>	Marjorie Road	County Road 4 (Queens Line)	4.13	1,364,316	1,208,279	1,208,279	-156,037
52	Burnstown Road <i>Horton</i>	1.8km N of Fraser	Graham Avenue	3.12	758,200	758,200	758,200	0
52	Burnstown Road/Raglan St. S <i>Horton/Renfrew</i>	Graham Avenue	Hwy 60 (Combes Street)	1.20	557,217	557,217	557,217	0
65	Centennial Lake Road <i>Greater Madawaska</i>	Chimo Road North	Black Donald Road	4.01	890,930	890,930	915,226	24,296
67	Simpson Pit Road <i>Killaloe, Hagarty and Richards</i>	Mask Road	Byers Creek Road	2.06	675,680	675,680	491,444	-184,236
508	Black Donald Road <i>Greater Madawaska</i>	County Road 65	County Road 508 (Calabogie Rd)	0.75	326,250	326,250	183,863	-142,387
512	Foymount Road <i>Bonnechere Valley</i>	Miller Road	Silver Lake Road	4.39	1,650,640	1,650,640	1,650,640	0
515	Palmer Road <i>Brudenell, Lyndoch &amp; Raglan</i>	Latchford Bridge N Exp Jnt	Guiney Road	2.33	630,298	630,298	830,262	199,964
515	Quadeville Road <i>Brudenell, Lyndoch &amp; Raglan</i>	Kargus Road	1400 Quadeville Road	5.58	1,199,700	1,199,700	1,024,319	-175,381
	Scratch Coat Paving	Various Locations			695,564	695,564	695,564	0
	Active Transportation	Various Locations			150,000	150,000	150,000	0
25	Town of Petawawa	Emergency culvert replacement			0	0	53,000	53,000
ROAD RECONSTRUCTION/REHABILITATION TOTALS				35.77	11,186,388	10,894,734	10,538,477	-647,911
Bridge/Culvert Reconstruction/Rehabilitation								
Structure #	Structure Name	Location			2020 BUDGET	April Projected		Variance
B008	Sylvester Power's Bridge	Admaston/Bromley (Kennelly Road)			600,000	600,000	600,000	0
B026	Old Highway 62 Bridge	Laurentian Valley (Borne Road)			700,000	682,447	682,447	-17,553
B101	Bonnechere River Bridge	Killaloe, Hagarty and Richards (CR 58, Round Lake Road)			950,000	1,683,388	1,683,388	733,388
B202	Cameron Street Bridge	Killaloe, Hagarty and Richards (Cameron Street)			800,000	800,000	1,179,977	379,977
B203	Petawawa River Bridge	Petawawa (Petawawa Blvd)			700,000	700,000	700,000	0
B234	Coles Creek Bridge	Killaloe, Hagarty and Richards (CR 512, Queen Street)			1,600,000	2,171,038	2,171,038	571,038
B258	Madawaska River Bridge	Arnprior (CR 1, Madawaska Blvd)			2,750,000	2,750,000	2,750,000	0
C003	Moore's Creek Culvert	Admaston/Bromley (CR5, Stone Road)			50,000	50,000	50,000	0
C013	Bromley Culvert	Admaston/Bromley (Foy Road)			252,000	252,000	252,000	0
C036	Halliday Creek Culvert	Greater Madawaska (Halliday Creek Road)			234,000	234,000	234,000	0
C041	Osecola Culvert	Admaston/Bromley (Micksburg Road)			350,000	350,000	350,000	0
C046	O'Neil Culvert (South Fork)	Admaston/Bromley (Pine Valley Road)			342,000	342,000	342,000	0
C048	Egan Culvert	Admaston/Bromley (Egan Line Road)			235,000	235,000	235,000	0
C159	Gutz Culvert	Whitewater (CR 7, Foresters Falls Road)			300,000	300,000	300,000	0
C222	Pleasant Valley Steel Arch	Whitewater (Pleasant Valley Road)			200,000	0	0	-200,000
C300	Wolfe Road Twin Pipes	Bonnechere Valley (Wolfe Road)			200,000	0	0	-200,000
	General Bridge Repairs	20-LAND 20-NOPROJ			200,000	120,144	120,144	-79,856
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION TOTALS					10,463,000	11,270,017	11,649,993	1,186,993
Roads/Bridge/Culvert Future Engineering								
Structure #	Structure Name	Location			2020 BUDGET	April Projected		Variance
512	Foymount Road <i>Bonnechere Valley</i>	Lake Clear Road to Verch Road			0			0
B002	Bonnechere River Bridge	Admaston/Bromley (Bonnechere Road)			40,000	40,000	40,000	0
B095	Hyland Creek Bridge	Greater Madawaska (Hyland Creek Road)			20,000	20,000	20,000	0
B240	Fourth Chute Bridge	Bonnechere Valley (Fourth Chute Road)			40,000	40,000	40,000	0
B319	Bucholtz Bridge	Laurentian Valley (CR 58, Round Lake Road)			48,000	48,000	48,000	0
C058	Constant Creek Culverts	Greater Madawaska (Ferguson Lake Road)			60,000	25,000	25,000	-35,000
C099	Colton Creek Bridge	Greater Madawaska (Matawatchan Road)			28,000	28,000	28,000	0
C116	Dunlop Crescent Culvert	Head, Clara & Maria (Dunlop Crescent)			40,000	40,000	40,000	0
C142	Quade Creek Culvert	North Algona Wilberforce (Burchat Road)			22,500	15,000	15,000	-7,500
C197	Etmanskiew Swamp Culvert	Madawaska Valley (CR62, John Street)			30,000	17,000	17,000	-13,000
C201	Broomes Creek Culvert	Whitewater (CR7, Foresters Falls Road)			200,000	216,754	216,754	16,754
C252	Vanderploegs Culvert	McNab/Braeside (Russett Drive)			20,000	15,000	15,000	-5,000
FUTURE ENGINEERING TOTALS					548,500	504,754	504,754	-43,746
Safety Devices								
	CR51 & CR26 (Petawawa)	Traffic Signal Upgrades			67,000	67,000	67,000	0
	CR51 & CR16 (Petawawa)	Traffic Signal Upgrades			67,000	67,000	67,000	0
	CR51 & CR55 (Petawawa)	Traffic Signal Upgrades			67,000	67,000	67,000	0
SAFETY DEVICES TOTALS					201,000	201,000	201,000	0
CAPITAL PROGRAM TOTAL:					22,398,888	22,870,505	22,894,224	495,336

Project Name/Municipality		Location		Lengths	Description	Status/Schedule							Comments
		From	To			Env. Assess	Survey	Design	Tender/RFP	Const. Award	Const. Start	Const. End	
ROAD RECONSTRUCTION/REHABILITATION													
1	River Road	Toner Road	Mast Road	2.06	Reconstruction/Rehabilitation	100%	100%	100%	2019	2019	May	June	Carry over from 2019
	McNab/Braeside												
1	River Road	Mullins Road	County Road 4 (Storyland Road)	3.57	Rehabilitation	100%	100%	100%	March	April	June	June	
	Horton												
5	Stone Road	Reid Road	Berlanquet Road	2.57	Rehabilitation	100%	100%	100%	April	May	September	October	
	Admaston/Bromley												
7	Foresters Falls Road	Marjorie Road	County Road 4 (Queens Line)	4.13	Rehabilitation	100%	100%	100%	March	April	July	August	
	Whitewater Region												
52	Burnstown Road	1.8km N of Fraser	Graham Avenue	3.12	Rehabilitation	100%	100%	75%	March	April	June	August	
	Horton												
52	Burnstown Road/Raglan St. S	Graham Avenue	Hwy 60 (Combes Street)	1.20	Rehabilitation								MOU with Town of Renfrew
	Horton & Renfrew												
65	Centennial Lake Road	Chimo Road North	Black Donald Road	4.01	Rehabilitation	100%	100%	100%	April	April	July	August	Tendered with Road 508 (Calabogie Road)
	Greater Madawaska												
67	Simpson Pit Road	Mask Road	Byers Creek Road	2.06	Rehabilitation	100%	100%	100%	April	May	August	September	
	Killaloe, Hagarty and Richards												
508	Black Donald Road	County Road 65	County Road 508 (Calabogie Rd)	0.75	Rehabilitation	100%	100%	100%	March	April	July	August	Tendered with Road 65 (Centennial Lake Road)
	Greater Madawaska												
512	Foymount Road	Miller Road	Silver Lake Road	4.39	Rehabilitation	100%	100%	75%	June	June	July	October	
	Bonnechere Valley												
515	Palmer Road	Latchford Bridge N Exp Jnt	Guiney Road	2.33	Rehabilitation	100%	100%	100%	April	May	August	October	Tendered with Road 515 (Quadeville Road)
	Brudenell, Lyndoch & Raglan												
515	Quadeville Road	Kargus Road	1400 Quadeville Road	5.58	Rehabilitation	100%	100%	100%	April	May	August	October	Tendered with Road 515 (Palmer Road)
	Brudenell, Lyndoch & Raglan												
25	Laurentian Drive	Emergency Culvert Repair			Replacement						May	May	Completed by County Day Labour Crew
	Town of Petawawa												
	Scratch Coat Paving - Various Locations				Rehabilitation	50%	50%	75%	April	May	June	August	
	Active Transportation - Various Locations				Rehabilitation	100%	100%	100%					
	Traffic Signals - CR51 and CR26				Upgrades	N/A	N/A	25%	March	April	June	June	
	Traffic Signals - CR51 and CR16				Upgrades	N/A	N/A	25%	March	April	June	June	
	Traffic Signals - CR51 and CR55				Upgrades	N/A	N/A	25%	March	April	June	June	
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION													
B008	Sylvester Power's Bridge	Admaston/Bromley (Kennelly Road)			Rehabilitation	90%	100%	90%	March	April	July	August	
B026	Old Highway 62 Bridge	Laurentian Valley (Borne Road)			Rehabilitation/Replacement	75%	100%	30%	January	April	July	October	
B101	Bonnchere River Bridge	Killaloe, Hagarty and Richards (CR 58, Round Lake Road)			Rehabilitation	100%	100%	100%	February	April	May	October	
B202	Cameron Street Bridge	Killaloe, Hagarty and Richards (Cameron Street)			Deck Replacement	100%	100%	100%	March	April	June	October	
B203	Petawawa River Bridge	Petawawa (Petawawa Blvd)			Flood Repairs	100%	100%	100%	2019	2019	January	February	Clean up now complete
B234	Coles Creek Bridge	Killaloe, Hagarty and Richards (CR 512, Foymount Road)			Replacement	100%	100%	100%	February	April	June	November	
B258	Madawaska River Bridge	Arnprior (CR 1, Madawaska Blvd)			Rehabilitation	100%	100%	100%	2019	2019	April	November	
C003	Moores Creek Culvert	Admaston/Bromley (CR 5, Stone Road)			Foundation Repairs	50%	100%	100%	April	May	July	September	
C013	Bromley Culvert	Admaston/Bromley (Foy Road)			Replacement	100%	100%	75%	February	March	July	September	
C036	Halliday Creek Culvert	Greater Madawaska (Halliday Creek Road)			Replacement	100%	100%	100%	February	March	July	September	
C041	Osceola Culvert	Admaston/Bromley (Micksburg Road)			Rehabilitation	100%	100%	100%	2019	2019			Ongoing - High water level is currently delaying work
C046	O'Neil Culvert (South Fork)	Admaston/Bromley (Pine Valley Road)			Replacement	100%	100%	100%	February	March	July	September	
C048	Egan Culvert	Admaston/Bromley (Egan Line Road)			Replacement	100%	100%	100%	February	March	July	September	
C159	Gutz Culvert	Whitewater (CR 7, Foresters Falls Road)			Replacement	100%	100%	100%	March	April	July	August	
C222	Pleasant Valley Steel Arch	Whitewater (Pleasant Valley Road)			Replacement	90%	100%	50%					Postponed until 2021
C300	Wolfe Road Twin Pipes	Bonnechere Valley (Wolfe Road)			Replacement	100%	100%	90%					Postponed until 2021
FUTURE ENGINEERING													
512	Foymount Road	Bonnechere Valley - Lake Clear Road to Verch Road			Design for Reconstruction	100%	100%	50%					
B002	Bonnechere River Bridge	Admaston/Bromley (Bonnechere Road)			Design for Rehab./Replace	0%	0%	0%					
B095	Hyland Creek Bridge	Greater Madawaska (Hyland Creek Road)			Design for Rehab./Replace	0%	0%	0%					
B240	Fourth Chute Bridge	Bonnechere Valley (Fourth Chute Road)			Design for Rehab./Replace	0%	0%	0%					
B319	Bucholtz Bridge	Laurentian Valley (CR 58, Round Lake Road)			Design for Rehab./Replace	0%	0%	0%					
C058	Constant Creek Culverts	Greater Madawaska (Ferguson Lake Road)			Design for Rehab./Replace	0%	0%	0%					
C099	Colton Creek Bridge	Greater Madawaska (Matawatchan Road)			Design for Rehab./Replace	0%	0%	0%					
C116	Dunlop Crescent Culvert	Head, Clara & Maria (Dunlop Crescent)			Design for Rehab./Replace	0%	0%	0%					
C142	Quade Creek Culvert	North Algona Wilberforce (Burchat Road)			Design for Rehab./Replace	0%	0%	0%					

170

C197	Etmanskie Swamp Culvert	Madawaska Valley (CR 62, John Street)		Design for Rehab./Replace	0%	0%	0%					
C201	Broomes Creek Culvert	Whitewater (CR7, Foresters Falls Road)		Design for Rehab./Replace	0%	0%	0%					
C252	Vanerploegs Culvert	McNab/Braeside (Russett Drive)		Design for Rehab./Replace	0%	0%	0%					

**Department of Public Works & Engineering  
Operations Monthly Project Status Report - May 2020**

<b>OPERATIONS TENDERS</b>										
Type	Description	Term (Years)	Type	Specification	Tender	Award	Start	Complete	Status/Comments	
1	Pavement Marking	Paint/Glass Beads//Lines/Symbols	3+((+1+1+1)	Equipment/Material	March	April	May	May	November	
2	Street Sweeping	Winter/Debris Removal	1	Equipment	March	April	April	May	June	
3	Catch Basin/MH Hole Cleaning	Winter/Debris Removal	1	Equipment	March	April	April	May	June	
4	Roadside Brushing	Tree/Brush Removal	1	Equipment	February	March	May	June	November	
5	Sign Post Tender	Sign Installation Hardware	1	Material	March	May	May	June	June	
6	Weed Control	Wild Parsnip/Poison Ivy	5	Equipment/Material	Complete	N/A	N/A	June	November	Contract extended for 2020
7	Signs &Traffic Control Equipment	Road Signage	1	Material	May	May	May	June	June	
8	Winter Sand	Winter Abrasives	1	Supply/Delivery/Process	May	June	July	August	September	
9	Loader Rental	Winter Operations	1	Equipment	July	August	September	November	April	
12	Culverts	Drainage	1	CSP/HDPE	February	March	April	June	June	
13	Equipment Rental	Construction Equipment	1	Various	March	March	March	March	March	Complete
14	Fuel	Diesel/Gas/Coloured Diesel	1	Materials	Contract	Renewal	August	August	August	
15	AVL Service Renewal	Automatic Vehicle Location	1	Application/Network/Data	Contract	Contract	June	June	June	Renewal
16	Shouldering	Granular/Sealing	1	Material/Installation	June	July	August	September	September	
17	Calcium Chloride	Winter Operations	1	Material	July	July	July	August	April	
<b>EQUIPMENT TENDERS</b>										
Tender	Description	Quantity	Type	Specification	Tender	Award	Delivery	Status/Comments		
1	HDT (Heavy Duty Truck)	Combination Plow/Spreader	2	Replace	February	Feb - Mar	April	October		
2	LDT (Light Duty Truck(s))	(2-4x4)(1-4x2)	3	Replace	February	Feb - Mar	April	August		
3	Asphalt Hot Box	Diesel	1	Replace	March	June	June	September		
4	Line Painting Machine	Manual	1	Replace	March	May	June	September		
5	Sweeper - Attachment	Tractor Mounted	1	Replace	March	June	June	October		
6	Mowers - Attachments	Tractor Mounted	2	Replace	March	June	June	October		
7	Equipment Refurbishment(s)	As per Spring Inspection	Varies	Existing	Inspection	February	February	October		
8	AVL (Automatic Vehicle Location)	AVL/Telematics	Varies	New	April	May	May	October		
<b>HOUSING</b>										
Tender	Location	Type	Type	Design	Tender	Award	Start	Complete	Status/Comments	
1	Roof & Building Repairs - Truck Bays	Cobden Patrol	Construct	Rehabilitation	Complete	May	June	July	November	
2	Foundation Repairs - Sand/Salt Domes	Cobden Patrol	Construct	Rehabilitation	Ongoing	May	June	June	September	
3	Roof Structure/Membrane- Sand Dome	White Water Road Patrol	Construct	Rehabilitation	Complete	April	May	May	August	
4	Roof Structure/Membrane- Sand Dome	Southwest Patrol	Design	Rehabilitation	N/A	March	April	April	November	
5	Roof Structure/Membrane- Salt Dome	Southwest Patrol	Design	Rehabilitation	N/A	March	April	April	November	
<b>ROAD MAINTENANCE AGREEMENTS/FACILITY AGREEMENTS</b>										
Service Provider	Location	Status	Type	Complete	Term	Status/Comments				
1	Town of Arnprior	County Road 1, County Road 2	2020	Winter Road Maintenance	October	10				Town of Arnprior Review
2	Town of Deep River	County Road 72, County Road 73	2020	Winter Road Maintenance	October	10				Town of Deep River Review
3	Township of Carlo Mayo	County Road 517	2019	Winter Road Maintenance	August	Annual				
4	Contractor	County Road 635	2019	Winter Road Maintenance	July	Annual				

## 5.5 Selection of the Preferred Solution

The Do Nothing alternative had the least impact but it does not solve the problem or provide opportunities for improvement of the Petawawa Boulevard corridor. Therefore, this alternative was not considered further. Of the remaining alternatives, the alternative to widen Petawawa Boulevard had the least impact on the natural, social and cultural environments. It also has the least impact on land use and property solutions and provided an opportunity for the revitalization of a section of Petawawa Boulevard. The option to widen Petawawa Boulevard was selected as the preferred solution.

## 5.6 Interim Solutions

A network analysis along Petawawa Boulevard between Paquette/Festubert and Doran/Mohns was undertaken to determine if an interim solution or solutions could be implemented to meet existing and short-term traffic demands.

### 5.6.1 Current and Future Traffic Volumes

Traffic counts from 2007, 2009, and 2010 were used to develop the current and future traffic volume scenarios. The 2007 and 2009 traffic counts were completed by AECOM and the 2010 traffic counts were taken from the *Hwy 17 – CFB Petawawa Traffic Impact Study* (May 2010). The dates for the traffic volume counts were selected in consultation with Canadian Forces Base (CFB) Petawawa (the Base) in order to avoid the periods when large deployments were ongoing. Because there is continual fluctuation in staff levels on the Base, the data collection dates were representative of a typical weekday.

A traffic volume scenario was developed to provide an accurate reflection of 2012 congestion conditions that were observed during the traffic counting periods. For the peak morning time period, the peak 15 minutes of traffic was multiplied by 4 to provide a peak hour volume. This method assumes that peak conditions continue over a full hour, which provides a conservative estimate of traffic volumes. For the PM peak hour of traffic, the traffic demand conditions were estimated based on the highest of the traffic data volumes collected during the three data collection periods.

The existing traffic volumes correspond to an estimate of 6050 employees at the Base. The traffic volumes were compared to the trips generated according to the formula from the *ITE Trip Generation Manual* using the Military Base (501) land use code and were found to correspond quite well. Therefore, this reference was used to generate the trips due to additional employees. Future traffic volumes were estimated for 2016 and 2021 by assuming that traffic growth would be generated by CFB Petawawa, with no additional background growth. Trips were generated using the fitted curve equations and were distributed through the study area according to the existing traffic patterns.

The County of Renfrew and CFB Petawawa provided an estimate of 800 additional employees over the next few years. We selected 2016 as the date that these additional employees would have arrived to simplify reporting. To remain consistent with the 2010 Traffic Impact Study, we applied an additional 1550 employees (both military and civilian) to obtain our 2021 traffic scenario. The trips generated are shown in **Table 12**.

**Table 12. Trips Generated**

Scenario	Size (employees)	Land Use Code	Rate	Peak Hour	Directional Split		Generated Traffic (vehicle/hour)		
					In	Out	In	Out	Total
Existing Trip Generation	6050	-	Recorded	AM	84%	16%	1809	345	2154
				PM	19%	81%	426	1814	2240
2016 Total Trips	6850	501	Fitted Curve Equation	AM	84%	16%	2170	413	2583
				PM	19%	81%	479	2042	2521
2016 New Trips				AM	84%	16%	361	69	429
				PM	19%	81%	53	227	281
2021 Total Trips	8400	501	Fitted Curve Equation	AM	84%	16%	2744	523	3266
				PM	19%	81%	566	2413	2979
2021 New Trips				AM	84%	16%	934	178	1112
				PM	19%	81%	141	599	739

## 5.6.2 Interim Concepts

Eight interim concepts were considered to help mitigate congestion at the intersections of Portage/ Victoria and Paquette/ Festubert. They are described below and were compared to the existing scenario.

**Existing Scenario:** The base case represents the existing traffic conditions on Petawawa Boulevard between Paquette/Festubert and Doran/Mohns. Traffic conditions on Victoria between Algonquin and Petawawa were also considered.

**Add Westbound Left Turn at Festubert:** This scenario considers the addition of a westbound left turn lane at Petawawa and Festubert to reduce delay within the intersection. In the AM simulation, delay for the southbound approach was reduced slightly and northbound delay was reduced. In the PM simulation, delay for the westbound and southbound approaches was reduced but remained greater than acceptable.

**Extend Northbound Right Turn Lane at Festubert:** This scenario considers the extension of the northbound right turn lane at Petawawa and Festubert to reduce delay within the intersection. In the AM simulations, northbound through delay was reduced. In the PM simulations, northbound through delay was not significantly reduced.

**Prohibit Southbound Left Turn onto Victoria:** This scenario considers the elimination of the southbound left turn from Petawawa onto Victoria to reduce delay within the intersection. The median would be widened to use the space formerly used by the left turn lane. In the AM simulation, westbound left and westbound through delay was reduced. However, in the PM simulation this scenario increased southbound delay and northbound left turn delay.

**Prohibit Westbound Left at Victoria:** This scenario considers the prohibition of the westbound left turn from Victoria to Petawawa to reduce delay within the intersection. In the simulations, westbound through delay was reduced in both the AM and PM peak periods. Additionally, all southbound turning movements were significantly improved in the PM peak period. This scenario adversely affected the Doran and Petawawa intersection's northbound turning movements since additional green time in the traffic signal cycle had to be provided to the westbound approach to accommodate the additional vehicles rerouted from Victoria.

**Modify Signal Timing:** This scenario considers modifying the traffic signal timing at the intersections to reduce delay. During the AM peak period, the signal timing was modified at the Menin intersection while in the PM peak period; the signal timing was modified at all intersections. In the simulations, the modified signal timing had little effect at Petawawa and Doran. At Petawawa and Portage/Victoria, the modified signal timing reduced the problematic westbound through and southbound delays in the PM. At Petawawa and Paquette/Menin, in the AM the modified signal timing reduced northbound delay however it increased the westbound delay. In the PM, the westbound delay was decreased but the southbound delay was increased.

**Roundabout at Menin with Bypass:** This scenario considers building a roundabout at Menin with an eastbound right turn bypass and a northbound right turn bypass as one of our scenarios. This scenario reduced the problematic northbound delay in the AM peak period to an acceptable delay. In the PM peak period it reduced delay at both westbound and southbound problematic approaches.

**Roundabout at Victoria:** Building a roundabout at Victoria was one of the scenarios considered. In the AM peak period, this scenario improved delays at all approaches. In the PM peak, this scenario improved delay for all approaches. The southbound delay is estimated at approximately one minute which is an improvement from the over 2 minutes of delay in the existing situation.

**Roundabout at Doran:** The construction of a roundabout at the Doran/Mohns intersection was considered. The overall delay for each approach to the intersection was improved during both the AM and PM peak periods. This scenario is contingent on the availability of the railroad corridor.

### 5.6.3 Traffic Analysis

A traffic analysis for the existing scenario was completed using the 2012, 2016, and 2021 traffic volumes. Interim concepts were analysed for the existing volumes scenario using the Synchro version 7 software and the results are provided from the SimTraffic model. The SimTraffic model analyses a network of intersections and can take into account the effects of congestion from an upstream or downstream intersection. Roundabouts were analysed using SIDRA software, which is specialized roundabout capacity analysis software.

Interim concepts that reduced delay for the existing conditions were carried forward to the 2016 future time scenario. A traffic analysis was performed using the interim concepts and the 2016 traffic volumes to verify whether concepts that were successful in reducing delay for the existing conditions would continue to improve traffic conditions at the 2016 time frame. An analysis was also performed for the 2021 traffic volumes.

#### 5.6.3.1 Results: 2012

The interim concepts that reduced delay at the Paquette/Menin/Festubert intersection were the addition of the westbound left turning lane (AM and PM improvements), the extension of the northbound right turning lane (PM improvement) and the construction of the roundabout (AM and PM improvements).

The interim concepts that reduced delay at the Portage/Victoria intersection were the prohibition of the westbound left turn movement with the modification of signal timing and the construction of the roundabout (AM and PM improvements for both concepts).

At the Doran/Mohns intersection, the concept of the roundabout improved the traffic operations. However, the ability to construct the roundabout is contingent on the decommissioning of the railroad, which is uncertain at this time.

#### 5.6.3.2 Results: 2016

The results of the interim concept analysis indicate that only the roundabout continues to give an acceptable level of delay in the AM and PM peak periods at the Paquette/Menin/Festubert intersection.

At Victoria, an acceptable LOS is provided by the prohibition of the westbound left turn movement with the modification of signal timing and the construction of the roundabout. (AM and PM improvements for both concepts)

#### 5.6.3.3 Results: 2021

The roundabout at the Paquette/Menin/Festubert intersection continues to provide a level of service that is better than the current traffic operation conditions.

By 2021, even with construction of a roundabout, the delays at Victoria have increased. This is not unexpected as these measures were intended to be interim measures and the long term solution remains additional capacity across the Petawawa River.

#### 5.6.4 Recommendations

The interim concepts that have a positive traffic operational benefit through the first increase in Base employees are the roundabout at the Paquette/Menin/Festubert intersection and the prohibition of westbound left turns at Victoria. The estimated costs for these concepts are \$650,000 to \$750,000 for the roundabout and less than \$500 for the left turn prohibition. If constructed, the interim measures must be integrated into the long term solution. The roundabout concept is a single-lane roundabout but it could be designed to be expanded to a two-lane roundabout in the future. In consultation with the Town of Petawawa it was determined not to proceed with construction of the roundabout or the prohibition of the left turns at Victoria Street.

## 6. Design Alternatives

Following the selection of the preferred solution, alternative designs were developed, assessed and evaluated. Input from consultation, the needs assessment and the existing conditions review were incorporated into the development and assessment of design alternatives.

### 6.1 Design Issues

In addition to the problems and opportunities addressed, there were a number of constraints in the development of alternatives. These constraints are related to the continued function of Petawawa Boulevard as the arterial route through Petawawa. Also, the concept for the Petawawa Boulevard design must consider that the County, Town, business owners and residents want to improve corridor attractiveness and encourage visitors to visit downtown. Furthermore, the Official Plan objectives for Petawawa include creating a liveable urban environment with provisions for pedestrians and cyclists.



## 6.2 Identification of Design Alternatives

### 6.2.1 Roadway Design Alternatives

Petawawa Boulevard will be widened from two-lanes to four-lanes with two lanes in each direction. The proposed cross section includes:

- Lane widths of 3.5 metres
- Bicycle path in each direction with a width of 1.5 metres
- Concrete sidewalk in each direction with a width of 1.8 metres

All signalized intersections on Petawawa Boulevard will have dedicated north and south left turn lanes. Furthermore, a roundabout will be constructed at Petawawa Boulevard, Festubert Boulevard, Paquette Road, and Menin Road.

Three alternative designs were considered for the widening of Petawawa Boulevard, they include:

- Roadway centred on the existing centreline
- Roadway centreline shifted to the east
- Roadway centreline shifted to the west

### 6.2.2 Bridge Design Alternatives

The existing Petawawa River crossing is a two lane structure. To accommodate the widening of Petawawa Boulevard, a widened design for the bridge is required. Two alternative designs were considered for the Petawawa River crossing, they include:

- Extend the existing deck structure to accommodate four lanes
- Construct a new two-lane bridge adjacent to the existing structure

## 6.3 Assessment and Evaluation of Design Alternatives

### 6.3.1 Roadway Design Alternatives

The three roadway design alternatives were assessed in term of their potential environmental impacts. Certain evaluation factors were screened out because they had no impact on any of the alternatives. The screened out factors include: built heritage, groundwater, terrestrial habitat, recreational land use, and development potential. Other factors had the same impact for all alternative designs and were not considered in the assessment. These factors include: traffic safety, traffic operations, surface water, commercial entrances, future development, and construction cost.

The remaining factors of parking, property and utility conflicts were used to evaluate the alternative roadway designs. **Table 13** details the impacts for these factors.

**Table 13. Evaluation of Roadway Design Alternatives**

Factors	Do Nothing	Widen on Centreline	Widen to East	Widen to West
Lost parking spaces	No impact	73	96	84
Number of properties where	No impact	7	4	11

<b>right-of-way required</b>				
<b>Number of utility pole relocations</b>	No impact	20	26	18

### 6.3.2 Bridge Design Alternatives

The alternatives for the bridge were assessed based on construction methods, maintenance, cost, property impacts, life cycle as detailed in **Table 14**.

**Table 14. Evaluation of Bridge Design Alternatives**

<b>Factors</b>	<b>Do Nothing</b>	<b>Widen existing deck structure</b>	<b>Construct new adjacent bridge</b>
<b>Construction impacts</b>	No impact	<ul style="list-style-type: none"> <li>Longer construction period</li> <li>One lane operation during construction causes travel delay</li> <li>Pass-by traffic deviated to other routes could impact businesses along Petawawa Boulevard</li> <li>Construction complex</li> </ul>	<ul style="list-style-type: none"> <li>Separate construction area</li> <li>No lane reduction during construction</li> <li>No impact to pass-by traffic</li> <li>Simpler construction methodology</li> </ul>
<b>Maintenance</b>	No impact	One structure to maintain	Two separate structures to maintain
<b>Cost</b>	No impact	<ul style="list-style-type: none"> <li>Similar costs</li> <li>Greater economic risk when working on an older structure</li> </ul>	<ul style="list-style-type: none"> <li>Similar costs</li> <li>Predictable cost</li> </ul>
<b>Property impacts</b>	No impact	No impact	Some impact on property
<b>Life cycle</b>	Need to replace bridge eventually	Bridge replacement more complex – structurally and for traffic	Need to replace bridge eventually but second bridge available to traffic during replacement

## 6.4 Selection of Preferred Alternative(s)

### 6.4.1 Roadway

Widening Petawawa Boulevard to the east of the existing centreline has the greatest impact on parking spaces and utility pole relocations. As a result, this option was screened out despite having the lowest number of properties requiring right-of-way.

Widening Petawawa Boulevard on the existing centreline has the smallest impact on parking spaces and would affect fewer properties than widening Petawawa Boulevard to the west of the existing centreline. The number of utility pole relocations is nearly equal between these two options.

Widening Petawawa Boulevard on the existing centreline is the preferred roadway design alternative due to its low impact on parking spaces, utility poles, and right-of-way requirements.

### 6.4.2 Bridge

Widening the existing structure from two-lanes to four-lanes would provide the greatest disruption to existing businesses on Petawawa Boulevard and travellers during construction. Furthermore, a future replacement of the

existing bridge would be more difficult with the widening option than with the new bridge option. The impacts related to annual maintenance and property are minor considerations. Therefore, twinning the existing bridge to provide a new adjacent two-lane structure is the preferred bridge design alternative.

#### 6.4.3 Changes made as a result of Consultation

Bicycle lanes on both sides of the road were added to the design after comments were received regarding support for active transportation. Also, landscaping components were included in the design to add unifying elements to the corridor.

## 7. Project Description

### 7.1 Description of Preferred Design

The illustrations of the preferred design are presented at the end of **Section 8**, in advance of the appendices. A description of the preferred design is provided below.

- Petawawa Boulevard will have two lanes in both directions. This will provide additional space for vehicle queuing at intersections and improve the general level of service of the corridor. Each lane will be 3.5 m wide.
- Dedicated bike lanes will be constructed on both sides of the street with a minimum width of 1.5 m.
- Sidewalks will be constructed on both sides of the street with a minimum width of 1.8 m. Where space permits, a boulevard will be provided between the curb and the sidewalk.
- Dedicated left turn lanes will be provided on Petawawa Boulevard at all signalized intersections to reduce delay to the through vehicles caused by left turn vehicles.
- Accent paving will be included at crosswalks and commercial entrances to provide a visual cue to pedestrians and motorists that there is shared space.
- A roundabout will be constructed at the intersection of Petawawa Boulevard, Festubert Boulevard, Paquette Road, and Menin Road. The roundabout will be designed to accommodate future traffic volumes and truck traffic.
- A new two-lane bridge will be constructed to the west (i.e.: upstream) of the existing Petawawa River crossing to accommodate the four through lanes of traffic on Petawawa Boulevard.
- Both bridges will have a 1.5m dedicated bike lane and a 1.8m pedestrian sidewalk.
- Gateway features will be included at entry points to business area.
- Vertical landscaping elements will be included along the corridor at intervals to reinforce the streetscape concept, including architectural lighting standards with thematic banners and groupings (3) of deciduous trees at regular spacing.

## 7.2 Project Cost Estimate

A preliminary construction cost estimate was prepared for the Petawawa Boulevard widening project. Some optional elements of the project may be changed or deleted depending on the cost estimate developed during detail design and the final tender amount. Please note that property acquisition is not included in the estimate.

**Table 15. Preliminary Construction Cost Estimate**

<b>Description</b>	<b>Total</b>
Road Works	\$3,763,000
Water Works	\$40,000
Traffic Plant	\$140,000
Landscaping	\$1,300,000
Roundabout	\$700,000
Bridge Works	\$9,284,000
<b>Sub-Total</b>	<b>\$15,227,000</b>
Contingency/Engineering (25%)	\$3,807,000
<b>Total (excluding HST)</b>	<b>\$19,034,000</b>

# County Road 51 Chronology

- 2007, County of Renfrew in partnership with the Town of Petawawa initiated a Transportation Planning Study and fulfill Phases 1 and 2 of the Municipal Class Environmental Assessment (EA) process.
- February 2008, Phases 1 and 2 of the Municipal Class Environmental Assessment (EA) process is complete.
- November 2011, County of Renfrew in partnership with the Town of Petawawa initiated the next Phases of the Transportation Planning Study, phases 3 and 4 of the Municipal Class Environmental Assessment (EA) process.
- May 2012, An Interim Measures Report to address Traffic Issues on Petawawa Boulevard is completed by AECOM. These relate to signalization modifications to traffic lights and road turning accesses.
- June 2012, An Open House is conducted with extensive public consultations to review suggested options proposed as part of the Municipal Class Environmental Assessment (EA).
- August 2012, A letter of summary is sent to the County of Renfrew, from Town of Petawawa staff regarding the extensive comments related to the public consultations on the options outlined to improve traffic as part of the Municipal Class Environmental Assessment (EA).
- February 2013, County of Renfrew staff, along with Mayor Sweet make a presentation to Base Commander, Lieutenant-Colonel C. Moyle outlining the proposal contained within the Petawawa Transportation Planning Study and provided them with the next steps to move the project forward.
- February 2013, County of Renfrew staff make a presentation to Town of Petawawa Council outlining the proposal contained within the Petawawa Transportation Planning Study and provided them with the next steps to move the project forward.
- May 2013, An Open House is conducted so that the community can provide comment regarding the County of Renfrew and Town of Petawawa, Environmental Assessment (EA) Phases 3 and 4. This portion of the study is to identify solution scenarios with the goal of determining the final preferred solution.

# County Road 51 Chronology

- March 14, 2014, Letter sent to MP Cheryl Gallant, from County of Renfrew CAO/Clerk, Jim Hutton, indicating the Environmental Assessment for the County Road 51 project, Petawawa Transportation Study Phases 3 and 4 have been completed and that the preferred solution of the three provided was the widening and four-laning of Petawawa Boulevard, a traffic circle at the main entrance of the Garrison and a new bridge across the Petawawa River.
- March 2014, The Notice of Study Completion for the Municipal Class EA, begins and along with the opportunity for the public to comment.
- May 2014, Two area residents, who within their rights, file a Part II Order request with the Ministry of the Environment to review the Environmental Assessment, Class EA Schedule C as completed by the County of Renfrew for the County Road 51 expansion project. (This process is a six month review)
- November 2014, A letter from Mayor Sweet to CAO/Clerk, Jim Hutton for the County of Renfrew regarding the importance of the County Road 51 expansion project to the residents of the community and Garrison Petawawa.
- November 2014, The Ministry of the Environment, Approvals Branch, denies the request by two area residents for a Part II Order on this project citing the County of Renfrew had fully satisfied the requirements of the Schedule C planning process as outlined in the Class EA.
- June 2015, A letter of intent from Warden Emon, was sent to Garrison Commander, Colonel J.R.M. Gagne, and cc'd to various levels of local government regarding Renfrew County Council's reaffirmation of support for the expansion of Country Road 51.
- July 2015, A letter of intent from Mayor Sweet was sent to Garrison Commander, Colonel J.R.M. Gagne, and cc'd to various levels of local government regarding Petawawa Council's reaffirmation of support for the expansion of County Road 51.

# County Road 51 Chronology

- May 2016, Petawawa Council reconfirmed their support of the County Road 51 expansion project, by resolution, which was circulated to representatives on the Garrison and at the County of Renfrew.
- June 2016, A letter and project description, from Renfrew County Warden, Peter Emon was sent to Bob Chiarelli, Minister of Infrastructure.
- October 2016, A letter was sent from Mayor Sweet to the Warden, Peter Emon at the County of Renfrew, and cc'd to Garrison Commander, Colonel M. Misener, MPP John Yakabuski and MP Cheryl Gallant, reviewing the history of the file and requesting that the County add County Road 51 project to the County's ten year Capital Works Program. A necessary step in order to meet the minimum requirement for further funding consideration.
- December 2016, Letter from Renfrew County Warden, Peter Emon, indicates that the communications from Mayor Sweet were received and reviewed by the County's Operation's Committee on November 14, 2016 and County Council on November 30, 2016 with direction to move forward and engage government relations specialist firm, Global Public Affairs and to allocate funds for the survey and legal property limit work required for pre-design.
- February 2017, Meetings with Garrison Commander, Colonel M. Misener, Mayor Sweet and staff from County of Renfrew and Petawawa to discuss County Road 51 project.
- April 2017, Meeting occurs with the newly engaged Global Public Affairs, and staff of both the County of Renfrew and the Town of Petawawa to review the County Road 51 project and detail the process to communicate with the various ministries.
- May 2017, Global Public Affairs, County of Renfrew staff and Town of Petawawa staff prepare the project brief that will be used during meetings with representatives of provincial and federal governments.
- May 2017, County of Renfrew staff, officials, including Mayor Sweet and Global Public Affairs representatives met with various levels of provincial and federal government agencies, staff and ministers (12 departments in total) to present the project brief and advocate for the project. Message from the consultations was that the project would likely be eligible for Build Canada Program funding subject to the Province of Ontario prioritizing the

# County Road 51 Chronology

- June 2017, letters from Renfrew County Warden, Jennifer Murphy are sent to Premier Kathleen Wynne and the Minister of Infrastructure, Bob Chiarelli, advocating for County Road 51 to be included as a Province of Ontario prioritized project.
- July 2017, Mayor Sweet is contacted by Ms. Christine Tabbert, Chief of Staff (now former) for the Minister of Veterans Affairs with further information regarding the meeting on the County Road 51 project.
- August 2017, County of Renfrew has engaged Callon Dietz surveying to conduct survey and legal control work relative to this project. Determining property lines as a base to begin pre-design survey work. This is a County of Renfrew budgeted expense estimated at \$100,000.
- October 2017, letters from Renfrew County Warden, Jennifer Murphy are sent to all staff and ministers who were met during the multiple day sessions to thank them for their time and reiterate the need for the County Road 51 project to advance.
- February 2018, Mayor Sweet submits a letter to the County of Renfrew with attached communications from the Garrison Commander, Colonel M.L. Lapointe, stressing the importance of the County including the County Road 51 project to the County's Capital Works Program.
- March 2018, Mayor and staff from Petawawa participate in a conference call originated from Infrastructure Canada regarding County Road 51 project and to discuss 2018 federal budget spending on Infrastructure. Subsequent communications are submitted to the County of Renfrew, staff and members of Council with information shared by Infrastructure Canada.
- April 2018, County of Renfrew Development and Property Committee approves and recommends to Finance and Administration Committee and County Council that the County's Comprehensive Asset Management Plan (CAMP) be updated to include the section titled Building Renfrew County Up and that CAMP be approved by County Council.
- April 2018 County Council Approves Building Renfrew County Up (FA-CC-18-04-42). "The inclusion of the expansion of County Road 51 (Petawawa Blvd) in the Asset Management Plan will strengthen the County's position that the project is a high priority, when future discussions take place with officials from the senior levels of government regarding funding assistance. There are several other potential projects that could also be considered as being outside of the current Asset Management Plan. The document attached as Appendix II, entitled "Building Renfrew County Up" outlines a number of projects that are of significant value and which are dependent on funding from sources beyond the County of Renfrew."



# County Road 51 Chronology

- August 2018, staff from the County of Renfrew and Town of Petawawa review and update material for the County Road 51 project brief.
- September 2018, County of Renfrew Operations Committee recommends the hiring of a lobby firm, Global Public Affairs, to provide assistance in new consultations with federal and provincial government officials regarding funding for the County Road 51 project.
- February 25, 2019 AdHoc Committee (B. Sweet, J. Murphy, T. Peckett with D. Scission, P. Moreau & L. Perkins (Staff)) met with MPP Stephen Leece Parliamentary Assistant to the Minister of Infrastructure during the Ontario Good Roads Conference in Toronto. Meeting was facilitated by Global Public Affairs.
- March 21, 2019 AdHoc Committee (B. Sweet, J. Murphy, T. Peckett with D. Scission, P. Moreau & L. Perkins (Staff)) met with Mr. Jean-Francois La Rue, Director General, Ontario, Program Operations; Mr. James McCrea, Director, Trade Policy (National Trade Corridors Fund) Transport Canada; Mr. Chike Agbasi, Special Assistant, Ontario, Office of the Minister of Infrastructure and Communities and Ms. Alison Chalke, Director of Policy, Office of the Minister of Rural Economic Development in Ottawa. Meeting was facilitated by Global Public Affairs.
- April 9, 2019 Grant Application for Investing in Canada Infrastructure Program (ICIP): Rural and Northern Stream completed and submitted requesting \$12.5 million in funding with a joint application between the Town of Petawawa and the County of Renfrew.
- July 18, 2019 letter from Ms. Julia Danos, Director of Intergovernmental Policy, Ministry of Infrastructure, stating the application for funding was unsuccessful.
- November 7, 2019 Staff L. Perkins and C. Kelly met with Garrison Petawawa staff (Col. Lapointe, Chief W.O. Verner, Maj. Bye, Lt. Thiel, Lt. Stacey, Ms. Behnke) to discussion options for a base entrance as well as possible improvements along Petawawa Boulevard to help alleviate traffic.

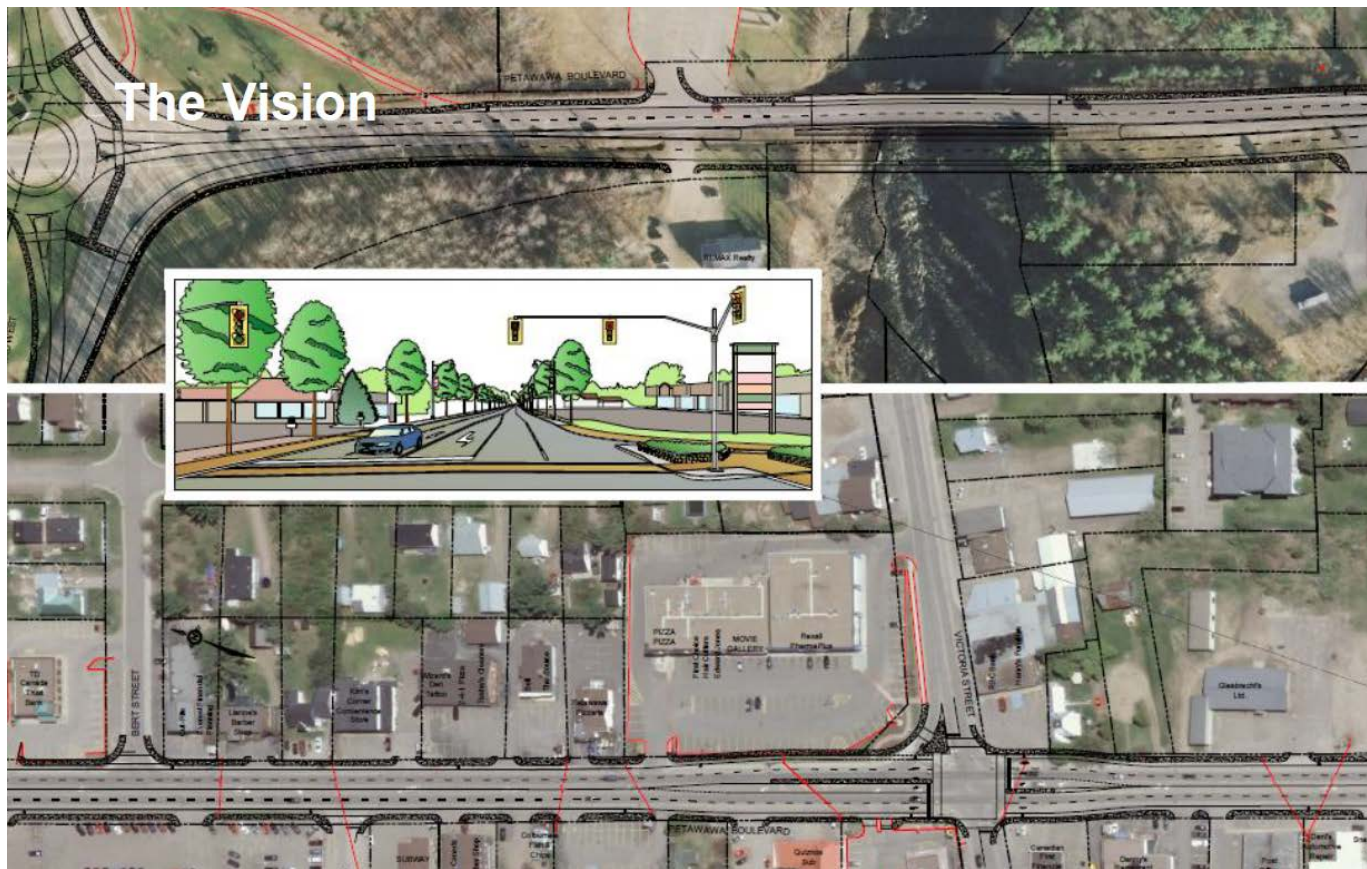


***Moving Forward the County has;***

***\$360,162.00 budgeted for 2021 to resurface and curb repairs***

***\$130,000.00 budgeted for 2021 bridge design (as it related to rehabilitation)***

***\$1,170,000.00 budgeted 2022 for Rehabilitation (This has been moved forward from 2024)***



***Without the Bridge it is estimated at \$7.0 million (Class 'D')***  
***This includes a potential roundabout, (at Doran Road)***  
***landscaping and an Active Transportation lane.***

**Staff is seeking direction from  
Committee.**





## Comprehensive Asset Management Plan

### Building Renfrew County Up

The County of Renfrew continuously looks at its infrastructure to determine the long term needs that are critical to ensuring that future needs are met which contribute to the economic well being and viability of the community. The County's current Asset Management Plan largely reflects the ongoing needs of the existing infrastructure in its present configuration. In looking beyond the 2019 time horizon, the County can ensure that the Building Up of the County is undertaken in a planned, proactive manner that will support the community for many years into the future.

The projects which follow have been identified as Building Renfrew County Up. These projects are identified priorities for the County of Renfrew that have not yet been reflected in the County's Asset Management Plan. These projects are also undertakings of significant value and will be dependent on funding from external sources.

### Transportation Projects

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
<b>County Road 51</b> (Petawawa Blvd) Expansion	Expansion of the Road to 4 lanes plus the construction of a new crossing of the Petawawa River	\$20 Million	<ul style="list-style-type: none"> <li>County of Renfrew</li> <li>Town of Petawawa</li> <li>Ontario</li> <li>Canada</li> </ul>	<ul style="list-style-type: none"> <li>TBD based on the availability of funding</li> </ul>

### Property /Land Development Projects

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
<b>Pembroke Property Study Implementation</b>	Review and potential changes to property occupied for the delivery of County Services	TBD based on needs and recommended changes	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Study in 2018</li> <li>Timing of changes TBD</li> </ul>

## Trail Projects

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
<b>Algonquin Trail</b>	Improvements to the Algonquin Trail to support the various users	TBD based on needs	<ul style="list-style-type: none"> <li>County of Renfrew</li> <li>Ontario (OMCC)</li> <li>OFSC</li> <li>User Groups</li> </ul>	<ul style="list-style-type: none"> <li>TBD based on needs and the availability of funding</li> </ul>

## Communications Projects

<u>Project Name</u>	<u>Description</u>	<u>Estimated Costs</u>	<u>Funding Sources</u>	<u>Time Frame</u>
<b>EORN Cell Gap and Public Sector Broadcast Network (PSBN)</b>	Project to eliminate cell gaps in Eastern Ontario, improve mobile broadband data and to build PSBN	\$895, 237 (Phase 1 - Cell Gap Only)  PSBN (Phase 2 costs TBD)	<ul style="list-style-type: none"> <li>Canada</li> <li>Ontario</li> <li>County of Renfrew</li> <li>Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>TBD (approx 2019 – 2021)</li> </ul>

Department of Public  
Works & Engineering



9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
613-732-4353  
FAX: 613-732-0087  
[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

November 13, 2019

Colonel M.L. Lapointe  
Commander  
4<sup>th</sup> Canadian Division Support Group  
Building S-111, 101 Menin Road,  
PO Box 999, Stn Main  
Petawawa, ON K8H 2X3

Dear Col. Lapointe,

**RE: Access & Egress from Garrison Petawawa**

Thank you for taking the time to introduce your team to myself and Mr. Craig Kelley (Director of Development and Property, County of Renfrew).

As discussed, the County of Renfrew will explore the options available for funding a large traffic circle at the intersection of County Road 55 (Paquette Road), County Road 51 (Petawawa Boulevard), Menin Road and Festubert Boulevard. It is perceivable that this improvement will enhance traffic flow to and from the Garrison. With the possibility of a cooperative effort with Garrison Petawawa, the County can commit to a preliminary design and cost estimate pending 2020 budget and County Council approval.

The County's Infrastructure Technician will investigate the options available for improved traffic flow at the intersection of County Road 51 (Petawawa Boulevard), County Road 16 (Victoria Street) and Portage Road as well, the intersection of County Road 26 (Doran Street), County Road 51 (Petawawa Boulevard), Mohns Avenue, i.e. traffic light timings and limited left turning traffic during peak hours.

The County of Renfrew looks forward to supporting the efforts of Garrison Command as they review opportunities to added access points to and from the base including any additional crossing of the Petawawa River; we encourage Base Command to pursue any and all opportunities for funding. Unfortunately, the County of Renfrew cannot commit funds to this particular initiative as it does not benefit the County as a whole.

I look forward to many years of working closely with Garrison Petawawa and would like an opportunity to continue conversations as it relates to the traffic challenges faced within the Base, Town of Petawawa and the County of Renfrew.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lee Perkins', with a stylized flourish at the end.

***Lee Perkins, MBA, CET***  
***Director of Public Works & Engineering***  
[Lperkins@countyofrenfrew.on.ca](mailto:Lperkins@countyofrenfrew.on.ca)

lp:ld

c: Mayor T. Peckett, Chair, Operations Committee County of Renfrew  
Warden Murphy, County of Renfrew  
Mr. Paul Moreau, Chief Administrative Officer, County of Renfrew  
Ms. J. Behnke, Realty Asset Manager, Real Property Operations Detachment Petawawa  
Mr. Daniel Scissions, CAO/Clerk, Town of Petawawa





National Defence

Défense nationale

4<sup>th</sup> Canadian Division Support GroupGroupe de soutien de la 4<sup>e</sup> Division du Canada

Garrison Petawawa  
P.O. Box 9999, Stn Main  
Petawawa, ON K8H 2X3

Garrison Petawawa  
C.P. 9999, succ. Main  
Petawawa, ON K8H 2X3

1045-1 (Comd)

12 May 2020

Warden Debbie Robinson  
County of Renfrew  
9 International Drive  
Pembroke, ON  
K8A 6W5

Your Worship,

It was my pleasure to have the privilege to address the Renfrew County Operations Committee on March 10<sup>th</sup> regarding the public infrastructure challenges affecting the access to Garrison Petawawa. Unfortunately, since then, the current COVID crisis has distracted my attention from this important issue and I would like to reiterate the public infrastructure priorities for the garrison.

As you are aware, Southern accesses to the garrison are limited by the bridges crossing the Petawawa River. The last improvement to access the garrison was made in 1977 with the opening of Highway 17 and the creation of a second crossing site over the Petawawa River. Since then, the garrison has more than doubled in size and now employs a Defence Team of almost 8000 people and many additional contractors.

Garrison Petawawa values its relationship with the County and its public institutions and wishes to see the region continue to develop economically. The Garrison represents a major part of this County's economy, transferring annually almost \$8.5M in Payment in Lieu of Taxes to the Town of Petawawa (\$5.58M), to the County of Renfrew and (\$2.54M), to the local area school boards (\$365K). Despite these contributions, the public infrastructure and specifically access to the Garrison is not meeting the needs of the public or the Defence Community. The access points are reaching their maximum capacity and is therefore, negatively impacting the quality of life and economic potential.

In order to improve access to the garrison I believe it is important that we re-prioritize potential projects. The "four-laning" of Petawawa Blvd (County Road 51) and the bridge over the Petawawa River remains my most desired solution. However, understanding the latest unsuccessful attempts by the County to secure the associated funding for this major project, I would like to offer some other solutions that could improve the current traffic situation on Petawawa Blvd (County Road 51).

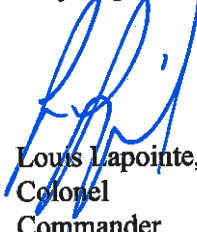
In order to improve the flow of traffic on Petawawa Blvd (County Road 51) during peak hours and diminish greenhouse gas emissions, roundabouts could replace the traffic lights at the Paquette, Portage and Doran Road intersections. A second solution could be to introduce an

1/2

intelligent sequencing of the traffic lights along Petawawa Bld, including the review of left turning priority lights which hinders thru traffic during peak hours. A third option would be to construct a new bridge over the Petawawa River connecting the North Side Residential Housing Units to Laurentian Drive (County Road 25). This access point would alleviate pressure on the main bridge, provide an alternate and redundant route for utilities (gas and telecommunications), and would connect the Garrison's thousands of residents with the community.

These proposed efforts are meant to improve the quality of life for all local residents and commuters. The Garrison will continue to work with the Town of Petawawa, the County of Renfrew and the Province of Ontario, Ministry of Transportation to identify other means to alleviate traffic, such as direct access through Highway 17 and active transportation solutions. I am confident that improving the access points to the Garrison will positively benefit the County's economy in the long term.

Very respectfully,



Louis Lapointe, MMV, MSM, CD  
Colonel  
Commander

## **Emergency Services Department Report – May 27, 2020**

Presented by Mr. Michael Nolan, Director of Emergency Services and Chief Paramedic  
Members of County Council:

### **INFORMATION**

#### **1. COVID-19 Update – County of Renfrew Paramedic Service**

The Paramedic Service continually refines the COVID-19 response process to better serve the community while maintaining safety of both the public and paramedic staff. While access to PPE remains a concern, several steps have been taken to ensure existing stock is used to maximum capacity through determining the correct circumstances for use, fit testing with expired stock and collecting and sanitizing used equipment whenever possible. Several infographics regarding proper donning and doffing as well as reuse of N95 masks following sterilization have been developed and are attached as Appendix-ES-I.

The Service, in partnership with Renfrew County & District Health Unit and Long-Term Care staff have swabbed 100 percent of residents and staff per Ministry of Health Guidelines. Retirement Homes are being completed and will be followed by all congregate homes/housing within the County of Renfrew. To date, approximately 2,400 swabs have been completed by the Service.

A presentation providing an update of the County of Renfrew Paramedic Service COVID-19 response is attached as Appendix ES-II.

#### **2. County of Renfrew Paramedics – CBC – The National**

CBC - The National featured County of Renfrew Community Paramedics and the VTAC on May 20, 2020. The program may be accessed at: <https://youtu.be/2jaQ8vreDPk>.

#### **3. County of Renfrew Paramedic Service Continuity of Operations Plan**

The Paramedic Service Continuity of Operations Plan has been revised based on lessons learned from living through a pandemic as well as a plan for recovery based on guidelines from the Ministry of Health. The Service has evaluated what is working and what is not working, and a best practice model has been developed from these lessons, including the Renfrew County Virtual Triage and Assessment Centre. The plan is attached as Appendix ES-III.

4. 2020 Freshet

The Spring melt in Renfrew County was gradual due to the warm days and cool nights combined with minimal precipitation. Water levels remained within normal ranges and as a result, we are pleased to report that the County of Renfrew 2020 Spring Freshet is over.

5. Letters of Gratitude

Two letters of gratitude from Community Paramedic client family members are attached as Appendix ES-IV.

## RESOLUTIONS

6. Renfrew County Virtual Triage and Assessment Centre (VTAC)

**Recommendation:** That County Council support the Continuation of the Virtual Triage and Assessment Centre (VTAC) beyond the immediate needs of the COVID 19 pandemic; Further that the Warden be directed to send a letter to representatives of the Province of Ontario expressing the County of Renfrew's support for the program; AND FURTHER that the Director of Emergency Services pursue a sustainable operating and funding model for the continuation of VTAC.

Background

The Renfrew County Virtual Triage and Assessment Centre has enabled physicians, nurse practitioners and/or community paramedics to assess and manage health concerns in multiple ways depending on a person's needs. These include:

- Phone appointments
- Video appointments
- In-home assessments and diagnostic testing by Community Paramedics
- Remote monitoring and alerting and if necessary, escalation to a designated team of physicians and allied health professionals for the ongoing virtual management of patients with COVID-19
- Referral to other services including mental health support
- Targeted COVID-19 assessment and in-home testing.

Community paramedics are using the tools they have already had success with to extend the model of care to the Renfrew County Virtual Triage and Assessment Centre. This model allows the community paramedic to link directly to a physician for a patient who would not be able to reach their family doctor or does not have a family doctor. Historically, these would have resulted in 911 calls and transportation to Emergency Departments.

Since launching on March 27, 2020, RC VTAC has carried out over 4000 assessments. Approximately half of the assessments were for patients who did not have an existing family physician and of those, three quarters would likely have resulted in the patient going to the Emergency Department.

Through utilizing the VTAC, the Emergency Department has been avoided in approximately 74% of RC VTAC calls, about 20% of calls result in an in-home assessment by a community paramedic and out of these visits, about 80% of people met the testing criteria and were swabbed for COVID-19.

A presentation entitled, Renfrew County Virtual Triage and Assessment Centre – A Health Partners Collaborative, providing an overview of the VTAC is attached as Appendix ES-V.

The VTAC model of care has evolved as best practice for the delivery of effective, efficient care in a rural setting.

The VTAC can be accessed by calling 1-844-727-6404. This service is covered by OHIP with a valid health card. For more information please refer to the website at [www.rcvtac.ca](http://www.rcvtac.ca)

## Standard Work Process for N95 Mask Collection Stations

The purpose of this standard work is to provide direction and standardize the process of collecting N95 masks.

Staff are required to save all N95 masks.

### 1. Attach Label to the Mask on the Elastic.



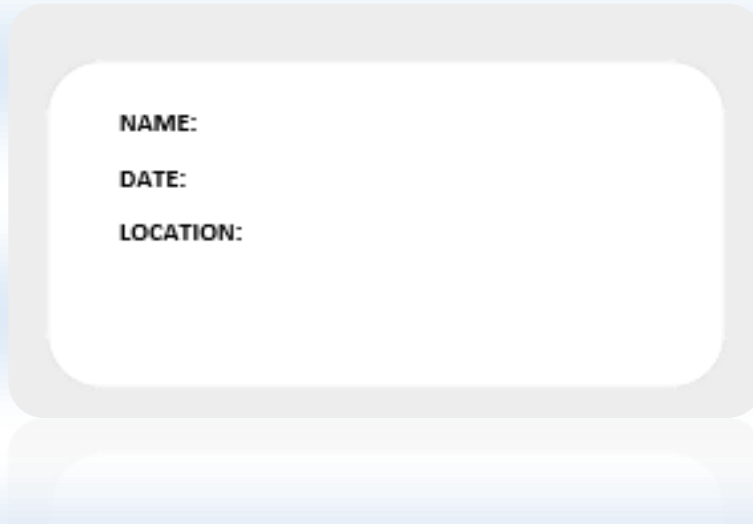
- N95 respirator masks require a label that consists of last name and first initial, Labels will be provided at the base.

### 2. Inspect N95 Mask After Use



- On completion of each use visually inspect N95 mask for visible contamination. If visible contamination or if the mask is wet or damaged discard mask into garbage.

### 3. Attach Label to Bag



NAME:  
DATE:  
LOCATION:

- Attach Label to bag before placing in the provided container.
- Label with name, date and location.

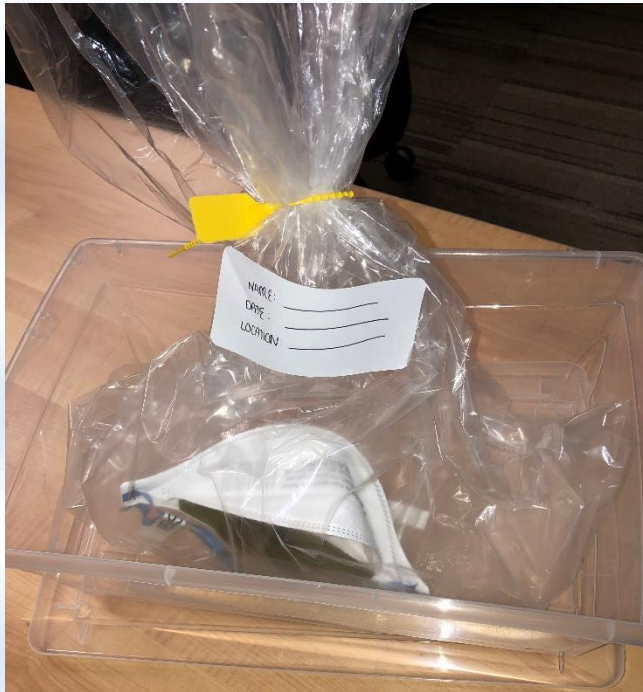
### 4. After use place used mask into the bag in the provided container.



- Place all inspected N95 masks into the bag in the container provided for collection.



### 5. End of shift



- Remove bag from container
- **Tie bag loosely with a yellow tag to allow air flow.**
- Label with name, date and location.

### 6. Place bagged N95 into designated container.



- A labelled Blue Rubbermaid container will be placed in the garage.
- Place loosely tied and labelled bags into this bin for collection.

**Mask Collection:** Masks will be collected for sterilization by PRH





# DATA DASHBOARD

## Be in the know

### Key Messages:

- Data is collected from Monday- Sunday
- Working on an accurate way to calculate *Amount Used*
- Glove quantity is calculated by box

### Going into the week:



# 1,187

### N95s

	Quantity	Amount Used	Days Left
1870+	315	-	▲
9210+	306	-	▲
VFlex	566	-	★



# 6,550

### PROCEDURE MASKS

	Quantity	Amount Used	Days Left
Surgical Masks	6,550	-	★



### OTHER PPE

	Quantity	Amount Used	Days Left
Face Shields	731	-	★
Gloves	661	-	★
Hand Sanitizer	375	-	★
Gowns	1,500	-	★

### LEGEND: USE/TIME

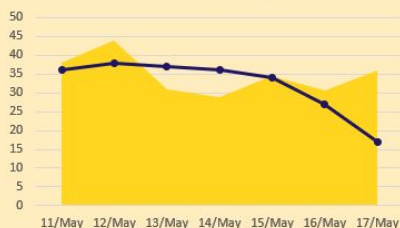
★ = MORE than a month    ▲ = MORE than a week, LESS than a month    ● = LESS than a week



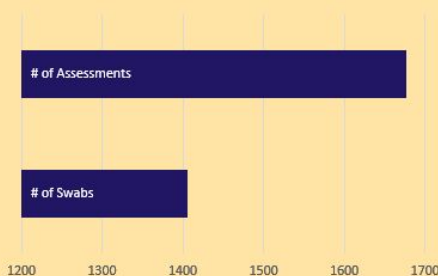
### CALL VOLUME

# 225

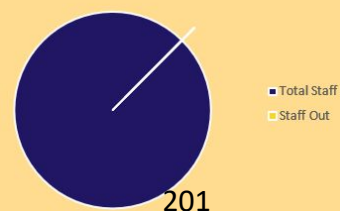
■ ~3-year Average    ● ~2020




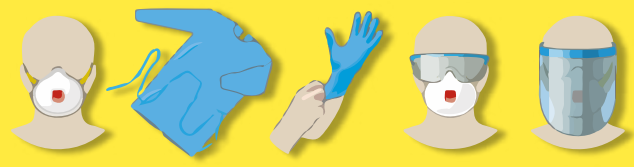
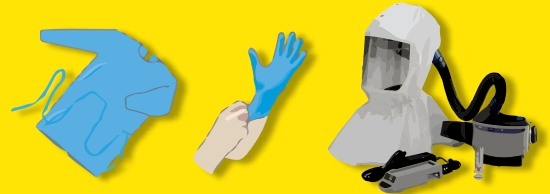


### CPRU



### STAFFING LEVELS



Patient Type	Precautions	LEVEL	PPE	PPE Selection
<b>All Patients</b> <ul style="list-style-type: none"> <li>• Apply surgical mask to patient</li> </ul>	Reverse isolation	4	Surgical mask	
<b>All Patients: 2 Meter</b> <ul style="list-style-type: none"> <li>• Screening</li> </ul>	Routine Practice	3	Surgical mask	
<b>COVID-19, suspect or confirmed (routine care)</b> <ul style="list-style-type: none"> <li>• positive screen</li> <li>• non-AGMP procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Droplet</li> <li>• Contact</li> </ul>	2	<ul style="list-style-type: none"> <li>• Surgical / KN95 mask</li> <li>• Face shield</li> <li>• Goggles</li> <li>• Gloves</li> <li>• Gown</li> </ul>	
<b>COVID-19, suspect or confirmed</b> <ul style="list-style-type: none"> <li>• AGMP</li> <li>• Perceived higher risk (i.e.: swabbing or critically ill patient expected to deteriorate)</li> </ul>	<ul style="list-style-type: none"> <li>• Airborne</li> <li>• Droplet</li> <li>• Contact</li> </ul>	1	<ul style="list-style-type: none"> <li>• N95 respirator</li> <li>• Face shield</li> <li>• Goggles</li> <li>• Gown</li> <li>• Gloves</li> </ul>	
<b>High Risk</b> <ul style="list-style-type: none"> <li>• Intubated</li> <li>• Ventilated</li> <li>• Prolonged exposure in close quarters</li> </ul>	<ul style="list-style-type: none"> <li>• Airborne</li> <li>• Droplet</li> <li>• Contact</li> </ul>	0	<ul style="list-style-type: none"> <li>• PAPR unit</li> <li>• Gloves</li> <li>• Gown and/or</li> <li>• Tyvex suit</li> </ul>	

REMEMBER:

- Always conduct a point of care risk assessment
- Maintain hand hygiene practices
- Do not touch face/masks while wearing

Aerosol Generating Medical Procedures (as per PHO)

What is an AGMP

- Endotracheal intubation, including during CPR
- CPR
- Airway management (i.e manual ventilation)
- Open airway suctioning
- Sputum Induction (Diagnostic or Therapeutic)
- Non-invasive positive pressure ventilation for acute respiratory failure(CPAP,BIPAP)
- High Flow Oxygen Therapy

What is NOT an AGMP

- Collection of an NP swab
- Ventilator circuit disconnect
- Oral suctioning or oral hygiene
- Intranasal medication (i.e. naloxone)
- O2 delivered at < /= 6Lpm by NP, and < /= 15 Lpm by Venturi mask and non-rebreather

## PPE GUIDELINES – EDUCATION POINTS

Staff will be required to perform a risk assessment for each patient encounter. This is not a new concept, but something that has always been an expectation as paramedics approach and enter a scene. In light of COVID-19 guidance for PPE has been taken from the Ontario Ministry of Health and Public Health Ontario.<sup>1 2 3</sup>

### LEVEL 4 – ALL PATIENTS

<b>All Patients</b> • Apply surgical mask to patient	Reverse Isolation	4	Surgical mask	
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When applicable/possible, consider applying a surgical mask to all patients. This will serve as a reverse isolation measure and help protect the paramedic and others should the patient have COVID-19. A large number of people are asymptomatic.

### LEVEL 3 – 2 METER SCREENING

<b>All Patients: 2 Meter</b> • Screening	Routine Practice	3	Surgical mask	
---	------------------	---	---------------	---

When arriving at a scene, 1 paramedic should be entering in close proximity of the patient and while maintaining a 2-meter distance, performing an assessment to determine the level of PPE required. Based on the assessment the patient will fall into one of the next 3 categories. It is important to note that this risk assessment should be performed to address all potential illness and infection precautions.

#### SCREENING TOOL FOR PARAMEDICS

1. Is the person presenting with fever, new onset of cough, worsening chronic cough, shortness of breath or difficulty breathing?
2. Did the person have close contact with anyone with acute respiratory illness or travelled outside of Canada in the past 14 days?
3. Does the person have a confirmed case of COVID-19 or had close contact with a confirmed case of COVID-19?
4. Does the person have two (2) or more of the following symptoms: sore throat, runny nose/sneezing, nasal congestion, hoarse voice, difficulty swallowing, decrease or loss of sense of smell, chills, headaches,

*unexplained fatigue/malaise, diarrhea, abdominal pain, or nausea/vomiting, Pink eye (conjunctivitis), runny nose/sneezing without other known unexplained or increased number of falls, acute functional decline, or worsening of chronic conditions?*

*5.If the person is over 65 years of age, are they experiencing any of the following: delirium, falls, acute functional decline, or worsening of chronic conditions?*

## LEVEL 2 – COVID-19 (SUSPECTED OR CONFIRMED) ROUTINE CARE (NON AGMP) “DROPLET”

<b>COVID-19, suspect or confirmed (routine care)</b> <ul style="list-style-type: none"> <li>• positive screen</li> <li>• non-AGMP procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Droplet</li> <li>• Contact</li> </ul>	<b>2</b>	<ul style="list-style-type: none"> <li>• Surgical / KN95 mask</li> <li>• Face shield</li> <li>• Goggles</li> <li>• Gloves</li> <li>• Gown</li> </ul>	
---	--	----------	--	---

If it is determined that the patient has failed the screening tool and you suspect possible COVID-19, or you are dealing with a confirmed case, AND you are not anticipating a rapid decline in patients condition (that would lead to the need for Aerosol Generating Medical Procedure) then “DROPLET” precautions will be taken. This includes:

- surgical mask or a KN95 mask
- Glasses/goggles
- Face shield
- Gown
- Gloves

Examples of illnesses in which “DROPLET” precautions should be taken:

- |               |                  |                             |
|---------------|------------------|-----------------------------|
| • Influenza   | • -Pertussis     | • -Parainfluenza            |
| • -Rhinovirus | • -COVID-19      | • -Rubella (German Measles) |
| • -Meningitis | • -Adenovirus    |                             |
| • -SARS       | • -Coronavirus   |                             |
| • -RSV        | • -Group A strep |                             |

## LEVEL 1 – COVID-19 (SUSPECTED OR CONFIRMED) ACTUAL OR POTENTIAL NEED FOR AGMP OR OTHER PERCEIVED HIGHER RISK ACTIVITY (IE: SWABBING IN CLOSE QUARTERS) “AIRBORNE”

<b>COVID-19, suspect or confirmed</b> <ul style="list-style-type: none"> <li>• AGMP</li> <li>• Perceived higher risk (i.e.: swabbing or critically ill patient expected to deteriorate)</li> </ul>	<ul style="list-style-type: none"> <li>• Airborne</li> <li>• Droplet</li> <li>• Contact</li> </ul>	<b>1</b>	<ul style="list-style-type: none"> <li>• N95 respirator</li> <li>• Face shield</li> <li>• Goggles</li> <li>• Gown</li> <li>• Gloves</li> </ul>	
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If it is determined that the patient is very ill and may require application of AGMP or due to other variables the paramedic determines that a higher risk presents itself in caring for this patient, then “AIRBORNE” precautions will be taken. This includes:

- N95 respirator mask or 3M 7500 half mask
- Glasses/goggles
- Face shield
- Gown
- Gloves

Examples of illnesses in which “AIRBORNE” precautions should be taken:

- Tuberculosis
- Varicella (chicken pox)
- Smallpox
- Rubella (measles)

---

#### LIST OF AGMP <sup>3</sup>


##### **Aerosol-Generating Medical Procedures**

- Intubation
- Extubation
- Cardiopulmonary Resuscitation (NB - chest compressions and cardioversion/defibrillation are not considered AGMP; however, procedures associated with CPR, such as emergent intubation and manual ventilation are AGMP)
- Non-invasive ventilation (e.g., CPAP, BiPAP) (suggest avoid where possible)
- Manual ventilation
- High-flow oxygen (i.e. greater than 5L oxygen by nasal prongs ) (Hi-ox mask not considered high-flow)
- Open suctioning (e.g. “deep” insertion for naso-pharyngeal or tracheal suctioning, not inclusive of oral suction) (suggest avoid where possible)
- Bronchoscopy (suggest avoid where possible)
- Induced sputum (e.g. inhalation of nebulized saline solution to liquify and produce airway secretions, not natural coughing to bring up sputum) (suggest avoid where possible)
- Large volume nebulizers for humidity (suggest avoid where possible)
- Autopsy
- Nasopharyngoscopy
- Oral, pharyngeal, transphenoidal and airway surgeries (including thoracic surgery and tracheostomy insertion) (tracheostomy should be avoided if possible).
- High frequency oscillation ventilation (suggest avoid where possible)
- Needle thoracostomy

### **Not Considered Aerosol-Generating Medical Procedures** <sup>3</sup>

- Collection of nasopharyngeal or throat swab
- Ventilator circuit disconnect
- Chest tube removal
- Coughing
- Oral suctioning
- Oral hygiene
- Gastroscopy
- ERCP
- Colonoscopy
- Cardiac stress tests
- Caesarian section or vaginal delivery of baby done with epidural
- Any procedure done with regional anesthesia
- Electroconvulsive Therapy (ECT)
- Transesophageal Echocardiogram (TEE)
- NG tube insertion
- Chest physiotherapy

### **LEVEL 0 - COVID-19 (SUSPECTED OR CONFIRMED) HIGH RISK (INTUBATED, VENTILATED, LONG DISTANCE TRANSFER/PROLONGED EXPOSURE IN CLOSE QUARTERS)**

<b>High Risk</b> <ul style="list-style-type: none"><li>• Intubated</li><li>• Ventilated</li><li>• Prolonged exposure in close quarters</li></ul>	<ul style="list-style-type: none"><li>• Airborne</li><li>• Droplet</li><li>• Contact</li></ul>	<b>0</b>	<ul style="list-style-type: none"><li>• PAPR unit</li><li>• Gloves</li><li>• Gown and/or</li><li>• Tyvek suit</li></ul>	
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In cases where a highly suspected or confirmed patient is being transferred, and they are intubated and ventilated, Sierra Team will be deployed to perform the transfer. In addition to the patient being transported in the Isopod, the attendant with the patient will take the following precautions:

- PAPR unit
- Tyvek Suit
- Gown
- Gloves

## REFERENCES:

1. <https://www.publichealthontario.ca/-/media/documents/ncov/evidence-brief/eb-covid-19-first-responders.pdf?la=en>
2. <https://www.publichealthontario.ca/-/media/documents/ncov/updated-ipac-measures-covid-19.pdf?la=en>
3. [https://www.oha.com/Bulletins/Personal%20Protective%20Equipment%20use-COVID-19\\_Released\\_March\\_30\\_2020.pdf](https://www.oha.com/Bulletins/Personal%20Protective%20Equipment%20use-COVID-19_Released_March_30_2020.pdf)



## County of Renfrew Paramedic Service

### COVID-19 Pandemic- May 27th, 2020 Council Update

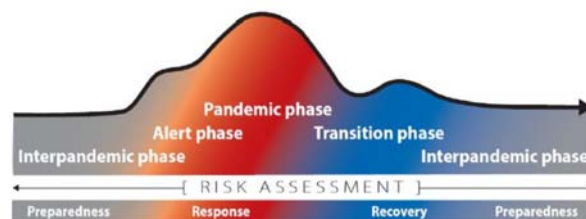


1

## Overview

### Response Stage

- The number of COVID-19 cases surpassed 4 800 000 globally
- The members of the paramedic leadership team have identified the need to respond quickly and are working diligently during the response phase of the COVID-19 pandemic
- Response to the pandemic is structured using the IMS-200 structure



The Ontario Health Plan for a COVID-19 Pandemic 2020 (OHPiP) describes how Ontario's health care system will respond to a COVID-19 pandemic. It sets out a comprehensive province-wide approach to health, preparedness and response planning.

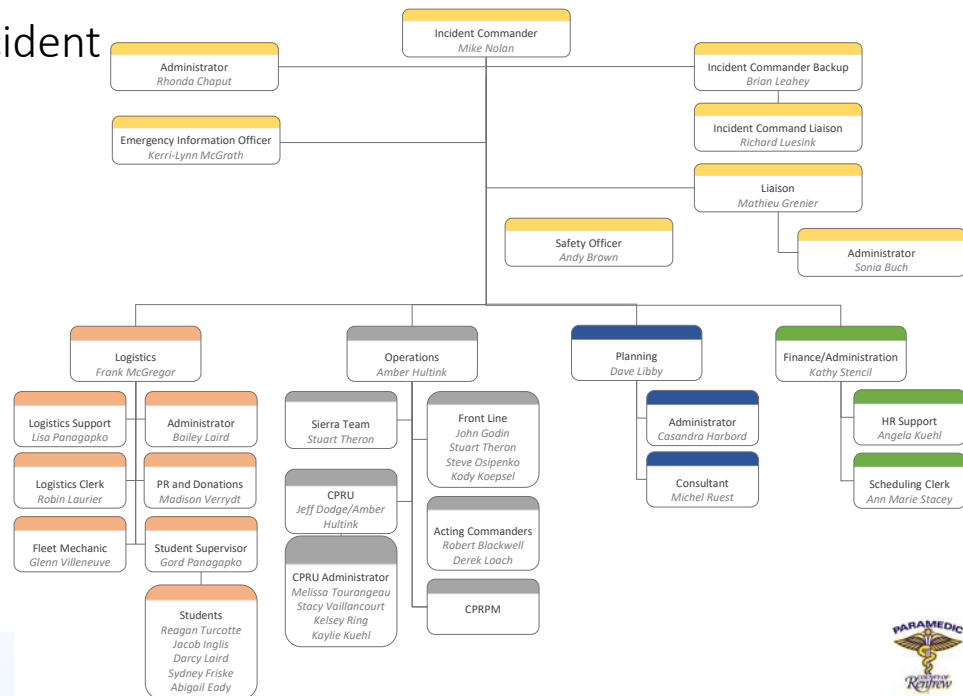
The development of the OHPiP is managed and coordinated through the Emergency Management Branch of the Ministry of Health and Long-Term Care. In the event of a pandemic, the health care system's response will be managed out of the Provincial Emergency Operations [Centre](#).



2



# Paramedic Incident Management System



3

## Liaison

### Accomplished:

- Improved our service delivery plan
- On going discussions with Base Hospital
- Liaison with hospital / community partners
- Performance management
- Informing evidence based practice
- Primary Care Liaison
- Improved data capturing capabilities

### Working on:

- Working on common language surrounding:
  - positive/ negative screening with the hospitals
  - donning/ doffing procedures
- Sourcing best location for mass treatment centre
- Contingency plan for leadership team
- Get neighbouring municipalities to sign Bypass agreement
- Discussion with PH around transfers and the gap in messaging
- Working with Public Health to make appropriate changes to the paramedic screening tool

4

## Departmental Safety Officer

### Accomplished:

- Mask fit testing:
  - Received mask fit testing machine
  - Training has been ongoing on this machine while concurrently developing a respirator program to
  - Expanded options for individual fit tested masks from one to >3 options given challenges in availability of N95 masks and the introduction of reusable respirator systems
  - Individual training on PPE selection, care and use will also take place concurrently with fit testing to increase paramedic confidence and address any identified issues
- PPE Donning and Doffing observations and interactions have led to several modifications to assist Paramedics. Hand sanitizer, Oxivir spray and zip ties with Donning & Doffing instructions are at the rear doors of each vehicle
- Staff continue to self screen at the beginning of their shift
- Use of uniform laundry services is increasing and appreciated by staff. Continue to work on addressing uniform shortages

### Working on:

- Face-to-Face interactions focusing on:
  - Proper Donning and Doffing
  - Proper use of PPE
  - Concerns
  - Support
- Currently working with staff to remove unnecessary items from the workplace and the need to keep personal items secure and clean given increased staffing and use of space
- Currently developing recommendations on:
  - Base etiquette for eating, cleaning and showering at the base
  - Personal hygiene including hair length and security, fingernails and use of hand sanitizer and soap and water
  - Reviewing best practices for PPE selection and use for field situations with staff in the field. Direct observation of practice on calls
- Continuing to source solutions to problems. Typically PPE issues and operational methods. (Currently looking for more functional gowns and coveralls that can be reused and laundered)



5

COUNTY OF RENFREW PARAMEDIC SERVICE PPE GUIDELINES				COVID-19
Patient Type	Precautions	LEVEL	PPE	PPE Selection
<b>All Patients</b> • Apply surgical mask to patient	Reverse Isolation	4	Surgical mask	
<b>All Patients: 2 Meter</b> • Screening	Routine Practice	3	Surgical mask	
<b>COVID-19, suspect or confirmed (routine care)</b> • positive screen • non AGMP procedures	• Droplet • Contact	2	• Surgical / KN95 mask • Face shield • Goggles • Gloves • Gown	
<b>COVID-19, suspect or confirmed</b> • AGMP • Perceived higher risk (i.e.: swabbing or critically ill patient expected to deteriorate)	• Airborne • Droplet • Contact	1	• N95 respirator • Face shield • Goggles • Gown • Gloves	
<b>High Risk</b> • Intubated • Ventilated • Prolonged exposure in close quarters	• Airborne • Droplet • Contact	0	• PAPR unit • Gloves • Gown and/or • Tyvek suit	
<b>REMEMBER:</b> <ul style="list-style-type: none"> <li>Always conduct a point of care risk assessment</li> <li>Maintain hand hygiene practices</li> <li>Do not touch face/masks while wearing</li> </ul>				
<b>Aerosol Generating Medical Procedures (as per PHO)</b> <b>What is an AGMP</b> <ul style="list-style-type: none"> <li>Endotracheal intubation, including during CPR</li> <li>CPR</li> <li>Airway management (i.e. manual ventilation)</li> <li>Open airway suctioning</li> <li>Sputum Induction (Diagnostic or Therapeutic)</li> <li>Non-invasive positive pressure ventilation for acute respiratory failure (CPAP/BIPAP)</li> <li>High-Flow Oxygen Therapy</li> </ul> <b>What is NOT an AGMP</b> <ul style="list-style-type: none"> <li>Collection of an NP wash</li> <li>Ventilator circuit disconnect</li> <li>Oral suctioning or oral hygiene</li> <li>Intranasal medication (i.e. nebuloma)</li> <li>O2 delivered at &lt; 4-6 Lpm by NP and &lt; 15 Lpm by Venturi mask and non-rebreather</li> </ul>				



6

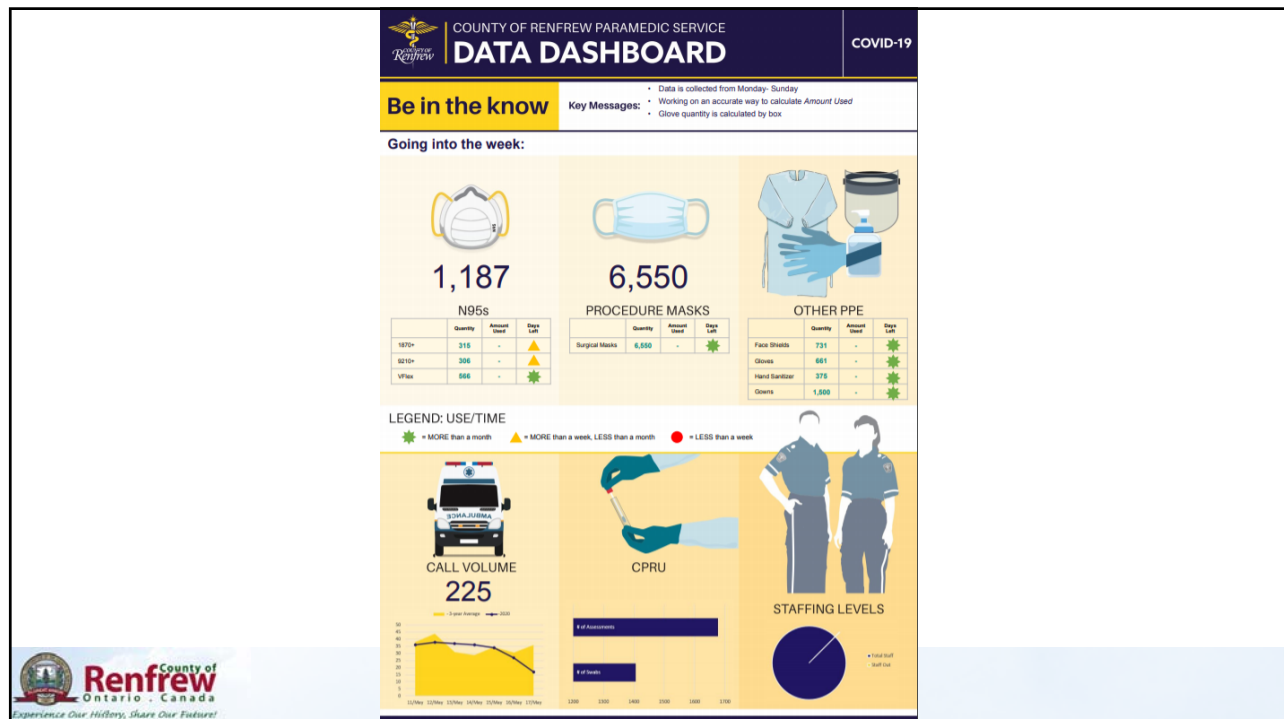
## Emergency Information Officer

### Accomplished:

- Dissemination of information through various methods
- Established contact list for all Public Information Officers across Paramedic Services' in Eastern Ontario to allow for lateral communication.
  - Communication among the group occurs regularly
- Improved social media presence
- Daily liaison with leadership team
- Work closely with COR Comms group on a number of projects
- Work closely with Comms group for RC VTAC
- Data Dashboard Infographic

### Working on:

- Publishing a summary of the innovative and collaborative programs occurring across Paramedic Services' in Eastern Ontario
- Photo Essay Series
- Daily reoccurring:
  - Information Bulletin
  - Email/ information dissemination
  - FAQ Platform for staff
  - Media interviews
  - Development of graphics
- Downscale/ Recovery Plan
- Crisis Communication Framework



## Operations

### Accomplished:

- Provide coordinated oversight for all operations
  - Front line
  - CPRU (VTAC, CPRPM)
  - Sierra Team
  - Operational changes (deployment, Sierra, Outbreak Response Team, CPRU roles)
  - Ensure operational commanders are informed and current
  - Consistency in messaging and application to all front line staff
  - Completed multiple facility testing for COR Daycares, Group Homes, Long Term Care and Retirement Homes

### Working on:

- Continued support of frontline operations commanders
- Trouble shoot operational issues specific to COVID 19
- Work with logistics to ensure OPS has adequate resources to perform
- Provide planning with insight on staffing issues and relay issues that staff are encountering so planning can react accordingly
- Ensuring adequate staffing levels to meet the changing demands of the COVID-19 response
- Paramedics & Palliative Care planning table
- VTAC – ensuring operations are continuous
- Provide a back up resource for duty officers when task laden
- Establishing Best Practice Guidelines for all Operations related activities during pandemic response.



9



## Operations

Frontline Commanders

### Focus has been:

- Maintain day to day operations
- Facilitate twice daily batch start (initiate, schedule, chair)
- Liaise and connected with the roles they are alternates for.
- Restock based on operational needs, as per past practice.
- Loop in OPS Section Chief when required to upline issues.
- Continuous communications with staff
- Ongoing health and safety monitoring



10

## Operations

Sierra Team

Focus has been on:

- Continue to ensure readiness of team to respond when required for COVID and non-COVID related calls
- Liaise with OPS Section Chief for any supplies required
- Increased staffing capacity to augment the COVID-19 response through integration to CPRU Team
- Implementing use of Isopods (1) & PAPRS (8)
- Two vehicles have been dedicated for transporting critically ill COVID-19 patients. These vehicles have been stripped of equipment and taped off
- Augmenting the testing capacity of the service in conjunction with the CPRU team

Outbreak Response Team:

- Provide executive guidance and support to organizations and establish Outbreak Response Team(s) to support the immediate need for assessing / swabbing & testing residents and staff of high-risk populations
- The Outbreak Response Teams will also support the local and unique needs of affected organizations in an outbreak situation to reduce the spread, impact, suffering and loss of life.
- Will mobilize based upon the request of the affected outbreak organizations or the Medical Officer of Health or Ontario Health.
- Centralize planning functions and provide immediate guidance to minimize the human, economic and social impact of a COVID19 outbreak



11

## Operations

CPRU

Focus has been on:

- Responding agency for in-field screening
  - 2721 swabs have been collected
- Designed and built the RC VTAC Paramedic Desk to support primary care patients who are unable to access Primary Care physicians. Providing 24/7 access to doctors across the County.
- CPRU doing all out-of-hospital COVID-19 assessments and testing in partnership with Public Health.
- 762 existing active CPRU clients have been contacted by mail and by phone. Education/Information was provided advising regular operations will be impacted due to the COVID-19 situation. Time-sensitive and urgent matters are still being addressed. This is being completed at regular intervals with community partners, inclusive of primary care providers.
- All CPRU staffing has been established to ensure 7 CPRU on the road each day, in addition to VTAC desk operations staffed by Paramedics 24/7.
- Temporary Positions and staff-reassignments are being used to fuel these activities

Working on:

- Managing the large volume of 1-844 and VTAC calls coming in from the community
- Outbreak Response Teams Operations
- Palliative Care Integration
- Stakeholder engagement with Family Health Teams, Community Health Centres and Primary Care Physicians.
- Maintaining adequate stock of COVID-19 Swabs in partnership with RCDHU
- Continuing Sierra/CPRU team integration



12



## Community Paramedic Response Unit

Report for Community Paramedics	01-May	02-May	03-May	04-May	05-May	06-May	07-May	08-May	09-May	10-May	11-May	12-May	13-May	14-May	15-May	16-May	17-May
How Many COVID-19 Assessment																	
Center Visits were in home	83	66	8	121	133	206	165	111	37	70	86	82	105	206	142	53	88
How many Visits between 7:00am and 7:00 pm	83	66	8	121	133	206	165	111	37	70	86	82	105	206	142	53	88
Referred by Public Health	79	62	5	113	130	192	156	109	35	66	76	79	103	195	139	42	85
Referred by VTAC	4	4	3	8	3	8	9	2	2	4	10	3	3	11	3	11	3
Return Visitors	1	1	0	1	2	2	0	1	4	2	4	0	3	4	1	1	0
How many Assessments completed today	83	66	8	121	133	206	165	111	37	70	86	82	105	206	142	53	88
Swabs Used	83	66	8	121	133	206	165	111	37	70	86	82	105	206	142	53	88
Swabs End of Day	540	474	466	345	325	525	405	644	601	531	445	363	258	252	530	477	389
Visitors Transported to Hospital	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



13

## Planning

### Accomplished:

- Worked with Liaison to complete a business continuity plan inclusive of planning for a pandemic, discussed with union, shared with staff ongoing evaluation and implementation and focusing now on a recovery plan – best practices and lessons learned
- Integrate real time situational awareness and reaction re: staff availability and service delivery impact x community situation = risk index and planning and implementing mitigation strategies, developing a reporting dashboard tool and a new tool for situational awareness for operations
- Ongoing communications, staff education, dissemination of changes from MOH, Public Health and other stakeholders, delivered to staff through a variety of media including batch messaging twice daily
- Worked with EIO in developing and implementing a communication strategy for the pandemic – ongoing to ensure staff awareness and safety
- Implemented initial bypass agreement and updated as needed to between service and all county hospitals for suspected COVID
- 7 new paramedics hired

### Working on:

- Reviewing pandemic plan and focusing on recovery aspect in anticipation of end of declaration. Evaluation of mitigating factors employed, cease or maintain? What innovation and practices developed will translate into the future of our service?
- Expediting additional hiring and certification of new staff- working with liaison with colleges and BH to meet legislated requirements
- Onboarded new students, working the community Paramedics as potential hires should Service need arise
- Consulting with Dr Lori Gray and Peer Support re: mental health support for staff and management team
- Ongoing staff education and memos, expectations and process ie: don/doffing, hospital bypass and doffing expectations at hospital, COVID and MOH updates.
- Planned deployment of Sierra Team in coordination with Community Paramedics to increase swabbing and response capability, focusing on vulnerable population within long term care, and potential expansion based on direction from Ontario Health and subsequent planning required



14

## Finance/ Administration

### Accomplished:

- Credit limits on the Admin cards have been increased to allow for purchasing that cannot be accommodated through the usual accounts payable invoices.
- Purchasing processes within the organization have been streamlined to accommodate multiple needs.

### Working on:

- Issuing Purchase Orders, credit applications where applicable
- Assisting Logistics with purchasing as directed by management in preparation for long term needs (90 days)
- Tracking and capturing extraordinary purchasing costs in response to the outbreak that would not have otherwise been required in the normal course of business. Retaining supporting documentation.
- Assisting management with anticipating costs of operation of the VTAC program.



15

## Logistics

### Accomplished:

- New respirators 3M 7500 SERIES HALF MASKS
  - Awaiting fit testing for deployment
- Daily Reporting PPE Requirements (MOH requirement)
  - Commenced early April- continues
  - Established ability to trend usage/burn rates
- Equipment Requests
  - Ventilators, PAPR's, McGrath VL received0/
  - Sourced Procedural Masks x 6000
- Service Donation Initiative
  - Proved successful
  - Donations effectively stopped
- Vehicle Requirements
  - 2 x high risk transfer units-reconfigured and deployed
  - supporting front-line operations and PH testing initiatives.
- Renfrew County Health Sector Logistics Group
  - Lead by William Willard- CFA, Deep River Hospital-ongoing
  - Supporting initiative
    - Madison Verrydt Donation/inventory coordinator
    - Additional storage space

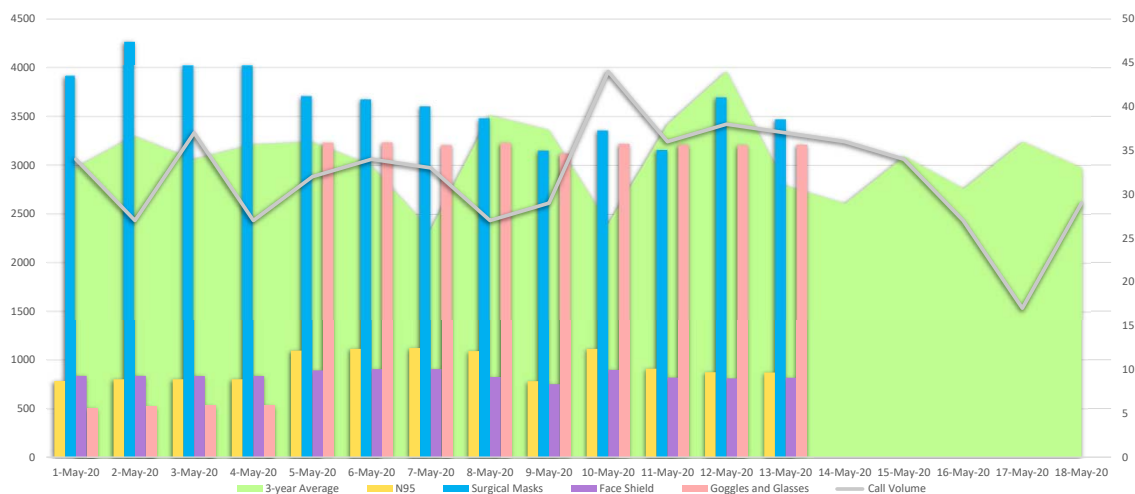
### Working on:

- Regional initiatives
  - Palliative care
  - Renfrew County Health Logistic Group
- Supporting ongoing needs of:
  - Daily operations
  - RC VTAC
  - Sierra Team
  - CPRU
  - Public Health Swabbing
- Pressures:
  - Continuity of Service – Narcs, supplies, etc.
  - Improving inventory control reporting
  - PPE
    - N95 - inventory is still low (though usage is down)
    - Isolation Gowns
  - Fit testing will be commencing this week.
  - Inventory Management with existing software and manual processes



16

## PPE Inventory



## RC VTAC

- RC VTAC has assessed more than 4000 people
- Approx. 50% of them were for patients without a family physician
- 75% of the 4000 would have likely resulted in the patient presenting themselves to the Emergency Department

“ Since **RC VTAC** launched, I have referred numerous patients (including myself). One patient I referred had just returned from outside of the country and was under quarantine when his foot became infected. Since he doesn't have a family doctor, he connected with **RC VTAC** and the doctor easily assessed and treated his concern by phone. It's an amazing and efficient service – perfect for non-urgent issues. ”

**Melinda Ritza**

Team Leader, Renfrew County Mobile Geriatric Day Hospital



## Threats

1. Staff Safety
2. Maintaining service levels to the community
3. 911 service level demands
4. Human resource capacity issues
5. Legislative & regulatory barriers to being responsive to the situation
6. A lack of service and health system resources to mount a necessary capability to meet basic life or limb needs of the community
7. A lack of reliable modelling from which to plan and guide our response activity
8. Supply chain disruption for ongoing logistics, medical and personal protective equipment
9. Health system capacity being overwhelmed and unnecessary loss of life
10. Financial pressures
11. Critical infrastructure failure

Thank you for your ongoing support.

# County of Renfrew Paramedic Service

## CONTINUITY OF OPERATIONS PLAN



## Table of contents

<b>Statement of the Plan's Scope, Objectives and Purpose .....</b>	<b>3</b>
<b>Staffing and Operations Status .....</b>	<b>7</b>
<b>Functional Command Structure .....</b>	<b>9</b>
<b>Resource and Reference Material .....</b>	<b>10</b>
<b>Internal Hazard Identification and Risk Analysis .....</b>	<b>12</b>
<b>Identified Critical Dependencies .....</b>	<b>13</b>
<b>Critical Response Procedures .....</b>	<b>14</b>
Function 1: Loss of Primary Work Location .....	16
Function 2: Loss of Communications .....	18
Function 3: Loss of Information Technology .....	20
Function 4: Loss of Telephone .....	22
Function 5: Loss of Power .....	23
Function 6: Loss of Water and Sanitation .....	24
Function 7: Loss/Compromise of Personnel Equipment .....	25
Function 8: Loss/Compromise to Fleet .....	26
Function 9: Response to Pandemic with actual/potential Loss/Compromise of Human Resources .....	28
<b>Service Considerations for a Pandemic Scenario .....</b>	<b>29</b>
Service Considerations .....	29
1. Situationally Scaled Approach .....	30
2. Communications .....	32
3. Logistics .....	34
4. Operations .....	37
5. Community Paramedic Response Program .....	41
6. Quality programs .....	44
7. Pandemic Recovery .....	46
<b>References: .....</b>	<b>49</b>
<b>Appendix A .....</b>	<b>50</b>
.....	50

## Statement of the Plan's Scope, Objectives and Purpose

Most emergencies require the deployment of Paramedic personnel and vehicles as part of the daily response. Usually, such emergencies are limited in scope and effect.

The purpose of the County of Renfrew Paramedic Service's Continuity of Operation Plan is to prepare for and mitigate the effects of large or prolonged events or incidents that significantly impact operations and constitute a danger to the citizens and visitors of the County of Renfrew. Emergency management is comprised of four interdependent risk-based functions,<sup>1</sup> and these aspects must be considered in the development of a Continuity of Operation Plan:

1. prevention/mitigation,
2. preparedness,
3. response, and
4. recovery.

**Prevention/Mitigation:** The ultimate purpose of emergency management is to save lives, preserve the environment and protect property and the economy. Mitigation provides a critical foundation for emergency management in Canada.

**Preparedness:** Preparation for situations that would dictate the use of the Continuity of Operation Plan includes planning, training, exercise and sharing lessons learned. The aim of preparedness is to ensure the community is safe and resilient.

**Response:** When an incident occurs, the Continuity of Operation Plan will provide guidance on how the event is responded to. It outlines the coordination and provision of resources that can be provided locally, with consideration to regional and provincial response. The safety of staff must be ensured when providing service to manage the situation.

**Recovery:** The recovery period addresses the return to normal service provision while addressing logistical and operational considerations and financial accountability.

The Continuity of Operation Plan's goal is to devise, in advance of any potential emergency, a coordinated and effective means for ensuring that there is an efficient deployment of Paramedic resources to provide emergency services to our community with minimal disruption so that collectively, we may:

- continue to provide emergency medical coverage in the County of Renfrew,
- minimize the disruption of service delivery, and
- restore operations in an expeditious manner.

In the event that a pandemic is declared, the Service still has the mandate to provide emergency medical response to the public. Once declared, the County's Continuity of

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<sup>1</sup> <https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/mrgnc-prprdnss/mrgnc-mngmnt-plnnng-en.aspx>

## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

Operation Plan will be activated. As part of its responsibilities, the Service has specific roles and responsibilities, as detailed in the current plan.

The Paramedic Service has developed this Continuity of Operation Plan to identify and mitigate as many of the potential impacts (including pandemic) as possible on the continued provision of our services to the public.

### **Pandemic: definition**

A pandemic refers to the large scale and sustained transmission of a highly pathogenic virus in the general global human population. Influenza and corona viruses have been associated with recent global pandemics.

Only the influenza A viruses are associated with pandemics. An influenza pandemic arises when all four of the following occur:

- a novel influenza A virus develops,
- the new virus can spread efficiently from human to human,
- the new virus causes serious illness and death, and
- the population has little or no immunity to the new virus.

In its *Global Influenza Preparedness Plan, 2005*<sup>2</sup>, the World Health Organization (WHO) has outlined six phases for influenza pandemic planning and response, spanning from the period when there is the potential for a pandemic, to the actual outbreak of a highly pathogenic virus. Phase 6 is the “pandemic period,” during which increased and sustained human-to-human transmission takes place in the general global population.

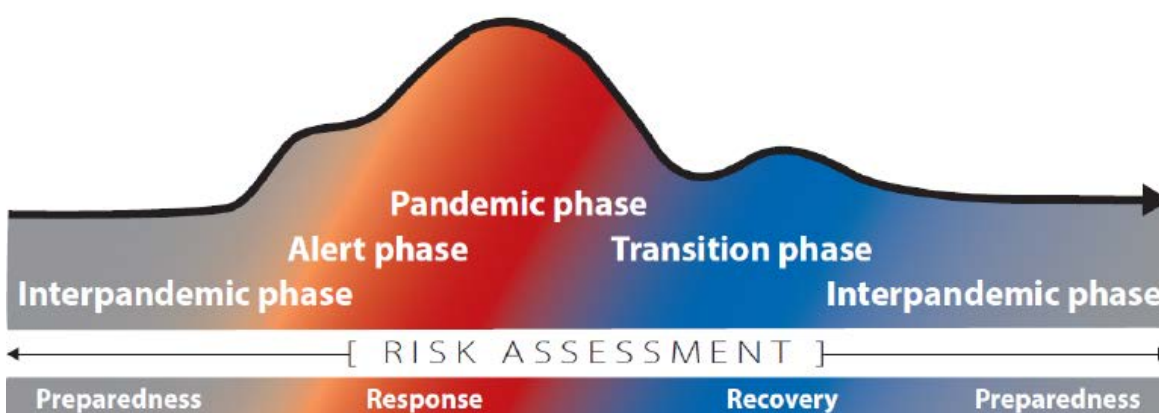
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<sup>2</sup> <https://www.who.int/influenza/preparedness/en/>

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**



World Health Organization Pandemic Periods and Phases	Phase	Description
Inter-pandemic period	Phase 1	No new COVID-19 virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, there is a low risk of human infection.
	Phase 2	No new COVID-19 virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human infection.
Pandemic alert period	Phase 3	Human infection(s) with a new subtype, but no human-to-human spread or, at most, rare instances of spread by close contact.
	Phase 4	Small cluster(s) with limited human-to-human transmission, but spread is highly localized, suggesting that the virus is not well adapted to humans.
	Phase 5	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).
Pandemic period	Phase 6	Increased and sustained transmission in the general population.
Post-pandemic period – Return to the inter-pandemic period.		



The Ontario Health Plan for a COVID-19 Pandemic 2020 describes how Ontario's health care system will respond to a COVID-19 pandemic. It sets out a comprehensive province-wide approach to health, preparedness and response planning.

The development of the Ontario Health Plan for a COVID-19 Pandemic 2020 is managed and coordinated through the Emergency Management Branch of the Ministry of Health. In the event of

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

a pandemic, the health care system's response will be managed out of the Provincial Emergency Operations Centre.

The Emergency Health Services Branch has provided the Service with several policies and directives that specifically deal with influenza. In an evolving pandemic, the Ministry of Health provides case-specific information.

**As required by the Ministry of Health, the designated Pandemic Response Coordinator for Paramedic Services is identified as the Chief.**

## Staffing and Operations Status

The County of Renfrew Paramedic Service operates on a 24-hours a day, 7 days a week basis, with ambulances staffed by Advanced Care Paramedics and Primary Care Paramedics. The Service operates seven 24-hour ambulances and three 12-hour ambulances 7 days a week. The Service has a fleet of 19 front-line ambulances, seven emergency response and two emergency response support vehicles. In addition, six senior management personnel are certified Paramedics. The Service operates up to five Community Paramedic Response Units daily that primarily perform community paramedicine roles and can be deployed in the event of an emergency situation. The Service employs approximately 148 full-time and part-time employees. (At any given time, there are several employees out of the workplace and on leave for a variety of reasons.)

Personnel Summary		Fleet Summary	
Management – Full-time	6	Ambulances (front-line)	19
Support	3	Emergency Response Vehicles	7
Full-time Paramedics	66	Emergency Support Vehicles	2
Part-time Paramedics	67	Mobile Command Trailer	1
<b>Total</b>	<b>134</b>	<b>Total</b>	<b>29</b>



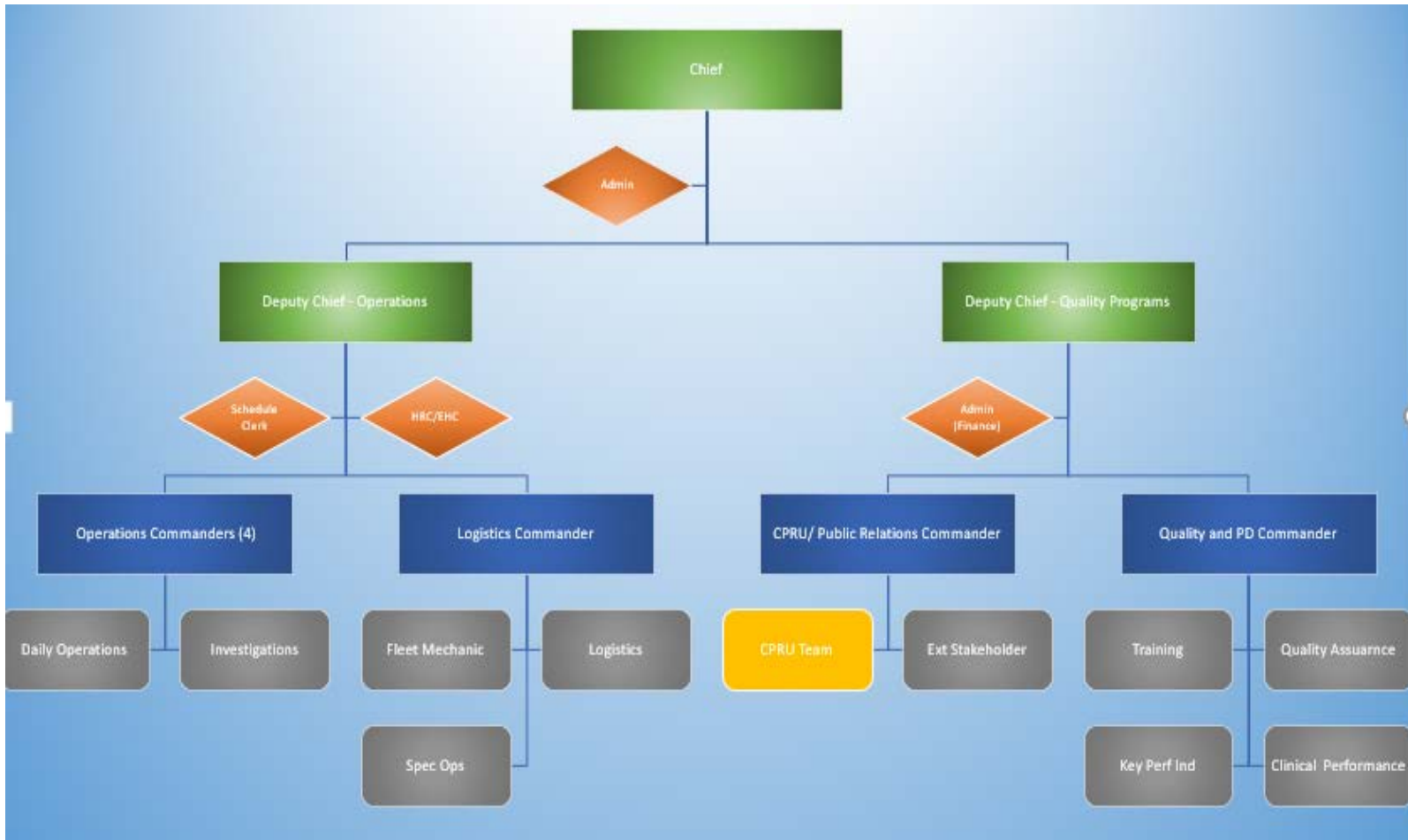
**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**



**Service Delivery Sites**

Base #	# of vehicles at base (incl. spares)	Street address	Community	Access code	Day shift start at base	Crew level (Advanced Care /Primary Care Paramedics / both)
3	2 ambulances 1 ERV	91 Meehan St. (next to Fire and Police departments) 613-623-7364	Arnprior	135	07:00	both
4	2 ambulances	18 Billings St. 613-756-6316 (left onto Stafford St., left onto Billings St., across from Fire Hall)	Barry's Bay	135	07:00	both
6	2 ambulances	37 Banting Drive 613-584-9613	Deep River	135	07:00	both
1	2 ambulances	49A Bonnechere St. E (within the Municipal Building) 613-628-2159	Eganville	5142	06:30 07:00	both
0	3 ambulances 2 ERVs	721 Mackay St. (corner of Deacon and Mackay St.) 613-735-4388	Pembroke	135	07:00 07:30	both
5	2 ambulances	170 Civic Centre Rd. (exit Hwy 17 at Murphy Rd.) 613-687-5557	Petawawa	135	07:00	both
2	5 ambulances 3 ERVs	450 O'Brien Rd. 613-432-1049 (Renfrew County Place, around back of building)	Renfrew	135	07:00 08:30	both

## Functional Command Structure



## Resource and Reference Material

### Relevant Ministry of Health Standards and Policy<sup>3</sup>

Standards	Version	In force as of
Advanced Life Support Patient Care Standards	<a href="#">version 4.6.1</a>	October 23, 2019
Ambulance Service Communicable Disease Standards	<a href="#">version 2.0</a>	August 1, 2015
Basic Life Support Patient Care Standards	<a href="#">version 3.2</a>	September 3, 2019
Ontario Ambulance Documentation Standards	<a href="#">version 3.0</a>	April 1, 2017
Patient Care and Transportation Standards	<a href="#">version 2.2</a>	July 22, 2016
Provincial Equipment Standards for Ontario Ambulance Services	<a href="#">version 3.4</a>	May 1, 2018

### Relevant Provincial Legislation

- *Ambulance Act* and Regulations
- *Emergency Management and Civil Protection Act*

### County of Renfrew Emergency Response Plan

The current County of Renfrew Emergency Response Plan is on file and available electronically. It should be referenced and regularly reviewed to ensure Paramedics are familiar with content, responsibilities and contingencies.

### Collective Responsibilities of the County Control Group

The members of the County Control Group are responsible, as a group, for the following actions and/or decisions required to support an effective emergency response:<sup>4</sup>

- Implementing the County of Renfrew Emergency Response Plan, in whole, or in part, to respond to an impending, potential or existing emergency.
- Providing advice and information to the Warden concerning declaration and termination.
- Advising the Warden regarding requests for assistance from local municipalities, the Province of Ontario or the Government of Canada.

<sup>3</sup> <http://www.health.gov.on.ca/en/>

<sup>4</sup> Source: County of Renfrew Emergency Response Plan:  
<https://www.countyofrenfrew.on.ca/en/living-here/emergency-planning.aspx>

## **County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN**

- Coordinating and directing County resources used to mitigate the effects of an emergency, in cooperation with, and as a support to, local municipalities.
- Ensuring the composition of the County Control Group is appropriate to mitigate the effects of a given emergency situation by determining which, if any, ad hoc members are required.
- Ensuring the provision of essential resources and services to support emergency response activities.
- Ensuring timely emergency information is collected, developed and communicated to the media and the public.
- Participating in interviews, press conferences and public information sessions, as required.
- Activating and directing the County of Renfrew Emergency Operations Support Team.
- Establishing advisory subcommittees, as required, to work on specific problem areas related to the emergency.
- Authorizing expenditures during the emergency and providing for cost accounting and facilitation of cost recovery.
- Participating in the operational debrief of the emergency, upon the termination.
- Maintaining a log, outlining decisions made and actions taken related to the emergency and submitting this log to the Chief Administrative Officer and copy to the Community Emergency Management Coordinator within seven working days of the termination of the emergency.

### **County of Renfrew Paramedic Service Delivery Statement**

The Service has a current Deployment Plan that provides detailed instructions, policies, and procedures to direct its normal operations.

The service delivery statement is approved by County Council and the Ministry of Health and is used as a guidance document for the Renfrew Central Ambulance Communication Centre. This document is reviewed annually and amended as needed.

## Internal Hazard Identification and Risk Analysis

Identified hazards* impacting on key business functions	Risk assessment		Key factors and impact on core business functions	Internal response capacity	External response capacity	Mitigation and prevention
	Prob	Cons		(Resources available from within Region)	(Resources available, external to Region)	
Loss of radio communication	3	3	No communication between communication centre could result in emergency calls not being communicated and staff safety being compromised.	Alternate measures for fallback to maintain communication until the problem is solved.		Ensure scheduled maintenance and upgrade of equipment. Lindsay Central Ambulance Communications Centre backup system.
Power failure	4	3	Possible loss of ability to obtain vital information stored on computers. Long-term outages could affect ability to recharge portable communication and resources.	All bases have emergency generator power, have paper copies of forms, and maintain relationships with outside resources.	Relationships developed for refueling stations for vehicles and generators.	Ensure generator is working, maintain relationships with community partners.
Computer virus	2	2	Possible loss of Paramedic ability to access vital information stored on a computer. Privacy of personal information access by unknowns.	Technical support services, maintain soft copies of important forms.		Continually update virus definitions for antivirus system, train users on proper use.
Public health emergency	3	3	Possible loss in number of staff able for work due to illness, staff members live and work within community and are susceptible to virus and illness outbreaks.	Use of part-time staff to ensure continuance of normal operations to the extent possible.	Local hospitals and health care providers, specialized units.	Prepare for the possibility of health emergency within the workforce and provide training on a continual basis.

### Definitions

#### Hazard:

An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, damage to the environment, interruption of business, or other types of loss or harm.

#### Probability and Consequence:

	Probability	Consequence
1	No history of incidents in the last 15 years	Negligible impact
2	5 to 15 years since last incident	Limited (injuries minor, or localized damage)
3	1 incident in past 5 years	Substantial (widespread injuries, temporary disruption of services)
4	Multiple or recurring incidents in past 5 years	High (fatalities, severe damage disrupting essential services, long-term disruption of basic services)

## Identified Critical Dependencies

The following critical dependencies have been identified and will form the basis for continuity planning. While it is recognized that other emergent situations can arise requiring crisis management, the plan's focus will remain on the following:

### **Function 1: Loss of Primary Work Location**

Total loss of either base due to a catastrophic event (e.g., fire, explosion, structural collapse, quarantine, long-term power failure).

### **Function 2: Loss of Communications**

Total loss of radio communication with Central Ambulance Communications Centre. Inability to communicate using existing Fleetnet system (e.g., catastrophic infrastructure failure at Central Ambulance Communications Centre or tower sites).

### **Function 3: Loss of Information Technology**

Total or significant loss of Information Technology resources (e.g., computer, email, server, software applications).

### **Function 4: Loss of Telephone**

Total loss of telephone or cellular services to work locations.

### **Function 5: Loss of Power**

Long term power interruption to work locations and County affecting other critical dependencies, including ability to refuel fleet (e.g. hydro "blackout", ice storm, sabotage).

### **Function 6: Loss of Water and Sanitation**

Total loss of water/sanitation at Minden base due to a catastrophic event (compromise of municipal water supply). Total loss of all water and sewage at either base due to structural failure or natural/human disaster or building condemnation.

### **Function 7: Loss/Compromise of Personnel Equipment**

Total or significant loss of equipment issued to staff, likely due to building compromise (e.g., radios, medical equipment and supplies, uniforms).

### **Function 8: Loss/Compromise of Fleet**

Total or significant loss of unit fleet due to catastrophic event or sabotage.

### **Function 9: Loss/Compromise of Human Resources**

Total or significant loss of human resources at work location (e.g. pandemic, loss of life or injury as result of catastrophic event, on-duty death of member).

## **Critical Response Procedures**

General Crisis Response procedures and timelines are as follows.

### **Evacuation to 2 hours**

- Ensure safety of all employees.
- Assess damage to primary work location, equipment, and supporting infrastructure.
- Conduct overall assessment of emergency, including immediate and potential impacts to core business, length of emergency, and recovery time objectives for services.
- Advise County CAO and Warden once situation is known.
- Decide to activate Emergency Business Continuity Plan as soon as is practicable.
- Arrange for delivery of “continuous services” from alternate sources.
- Decide to activate Emergency Operations Centre / Incident Support Centre.
- Conduct internal and external communication notifications of incident as necessary.
- Notify key stakeholders.

### **2 to 4 hours – Consider Activation of the Emergency Response Plan**

The Chief or Deputy Chief will consider activating the County of Renfrew Emergency Response Plan in consultation with the Community Emergency Management Coordinator, County CEO and Warden, if necessary.

- Activate Emergency Operations Centre and supporting members.
- Identify location of Emergency Operations Centre from County Emergency Response Plan.
- Coordinate response efforts with on-site Paramedic Incident Commander.

### **4 to 8 hours – Declare Relocation to Alternate Service Delivery Location**

County Emergency Control Group in consultation with Paramedic Senior Management:

- Declare decision to relocate administration and, if required, operational services to appropriate Alternate Service Delivery Location.

Logistics & Technologies:

- Ensure required assets available at Alternate Service Delivery Location.
- Begin arrangements for replacement of critical equipment and assets.
- Ensure emergency telecommunications and Information Technology available at Alternate Service Delivery Location.

Communications Lead:

- Conduct internal and external notifications at the direction of the Control Group,

## **County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN**

- Ensure Alternate Service Delivery Location communicated to employees, public, and stakeholders,
- Begin planning for relocation to Alternate Service Delivery Location.

### **8 to 24 hours – Relocate to Alternate Service Delivery Location**

#### **Paramedic Senior Management:**

- Reassess the emergency, including ongoing and future impacts to core business, length of emergency and recovery time objectives for business services.
- Advise and make recommendations to County CAO and Warden.
- Reassess arrangements for delivery of “continuous services” from alternate sources.
- Decide to transition all or partial service delivery to Alternate Service Delivery Location.
- Decide to limit pro-active service delivery.

#### **Logistics & Technologies Lead:**

- Ensure required assets available at Alternate Service Delivery Location.
- Continue arrangements for replacement of critical and supporting equipment and assets.
- Continue arrangements for telecommunications and Information Technology capability.

#### **Communications Lead:**

- Conduct internal and external notifications as required.
- Ensure Alternate Service Delivery Location and telephone numbers are communicated to employees, public and stakeholders.
- Ensure service delivery limitations are communicated to employees, public and stakeholders.

### **Recovery / Return to Normal Operations**

#### **Paramedic Senior Management:**

- Ensure building is suitable for return to work/staffing (Township Building Official, County Health & Safety Inspection).
- Collect data, incident reports, etc. to be entered by support staff, light-duty staff, etc.
- Operations Deputy Chief or designate to contact staff with direction to return/report to regular workstations.
- Operations Deputy Chief or designate to contact allied agencies with notification of return to normal operating status.
- Initiate return to work processes.



**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 1: Loss of Primary Work Location**

Total loss of Paramedic Headquarters or other Service Delivery Site/Base (e.g. fire, explosion, structural collapse, quarantine, long-term power failure).

<b>SITUATION/ISSUE</b>	Total loss of Paramedic Headquarters or other Service Delivery Site/Base due to structural failure, natural/human disaster, or building condemnation.
------------------------	---

<b>MISSION</b>	To resume operations as quickly and efficiently as possible upon loss of the site.
----------------	--

<b>IMPACT</b>	<p>Paramedic Headquarters are located at 450 O'Brien St., Renfrew, Ontario, providing the administration and operations components of the paramedic service: (06-2020)</p> <ul style="list-style-type: none"> <li>• Administrative operational hours are from 8:00 a.m. to 4:00 p.m., Monday to Friday.</li> <li>• During business hours, the administration and management staff processes approximately 60 telephone calls per day.</li> <li>• Call volumes are proportionately higher during the summer months due to the influx of seasonal population.</li> </ul> <p>For Paramedic bases' locations and capacity, please see "Staffing and Operations Status" section.</p> <p>Emergency Operations Centre – at 9 International Drive, Pembroke</p>
---------------	---

***Recovery Procedure***

In the event of a **loss of Paramedic Headquarters**, the recovery procedure consists of relocating our administration and operations components to the County of Renfrew Administration building, located at 9 International Dr., Pembroke, Ontario. Infrastructure such as Internet access, fax lines and telephone systems are in place, but at a significantly reduced capacity. Some technical support and office equipment would be needed to become operational.

In the event of a **loss of any other Service Delivery Site**, operations for that location would be transferred to Paramedic Headquarters.

***Recovery Time Objective***

This plan is based on the fact that currently, 100% of our operational command are conducted from the Paramedic Headquarters or remotely due to inadequate facilities at 9 International Drive to maintain a 24/7 operation. In the event of a loss of Paramedic Headquarters, the office space will be drastically reduced based on the allowable space at the Renfrew or Pembroke sites. This will require redeployment to other Paramedic Service Delivery Sites, whereby we would be able to re-establish such within 24 hours.

## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

### ***Dependencies***

This plan is dependent upon having designated backup sites available during the time that our main facility is inaccessible.

### ***Other Considerations***

Additional telephone and Information Technology capabilities would be required to maintain administrative and operational capacity.

### ***Recovery Steps – Summary:***

- ☐ Step 1 Contact Paramedic leadership team members and County CAO to arrange a meeting.
- ☐ Step 2 Paramedic leadership team meets at the primary site and reviews plan.
- ☐ Step 3 Contact County insurance carrier.
- ☐ Step 4 Contact Local Union Executive to set up an information meeting.
- ☐ Step 5 Review staffing requirements, redeployment strategies, and reporting for duty procedures.
- ☐ Step 6 Meet with Paramedic staff and inform them of the situation.
- ☐ Step 7 Arrange for County Information Technology to visit other Paramedic Service Delivery Sites, if required, to provide or establish enhanced connectivity.
- ☐ Step 8 Arrange for office set up including furniture or office requirements.
- ☐ Step 9 Arrange for media release regarding new operating location and other relevant information.
- ☐ Step 10 Assess immediate and potential impacts to core business, length of emergency and recovery time objectives for business services.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 2: Loss of Communications**

Total loss of radio communication with Central Ambulance Communications Centre.  
Inability to communicate using existing Fleetnet system (e.g., catastrophic infrastructure failure at Central Ambulance Communications Centre or tower sites).

<b>SITUATION / ISSUE</b>	Total loss of radio communication due to structural failure or natural/human disaster.
--------------------------	--

<b>MISSION</b>	To resume operations as quickly and efficiently as possible upon loss of communication.
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<b>IMPACT</b>	<ul style="list-style-type: none"> <li>• The County of Renfrew paramedic radio communication operates by way of a microwave tower system.</li> <li>• County of Renfrew paramedics are grouped as a stand-alone with the Renfrew Central Ambulance Communications Centre as a single talk group.</li> <li>• Renfrew District 1" is the frequency identifier.</li> <li>• The Communication Centre (Central Ambulance Communications Centre) is situated in Renfrew.</li> <li>• The loss of the radio system would result in a complete breakdown of ambulance dispatching and communications, and in an inability to provide Fire Dispatch service.</li> </ul>
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***Recovery Procedure***

Bell Mobility is responsible for the communications system and would be notified immediately. Renfrew Central Ambulance Communications Centre would also be notified immediately. Both the Communications Centre and Bell Mobility are responsible for ensuring that backup radio procedures and policies are in place. Paramedics would receive and follow instructions provided by Renfrew Central Ambulance Communications Centre. Should this system not work, all staff would return to their base and receive dispatch instructions by telephone and cellular phone. The Communications Centre has access to a mobile command located at Renfrew paramedic base and is fully equipped to act as a mobile dispatch centre. This unit would act as a temporary tower and replace any of the above short-term processes being used.

***Recovery Time Objective***

This plan is based on the fact that currently, 100% of our operational communications are conducted from the Renfrew Central Ambulance Communications Centre by way of its microwave tower system. In the event of a loss, the functionality of the system would be drastically reduced. The stages of recovery would range between minutes for reverting to alternate channels (less than 30 minutes to use a temporary local vehicle repeater system) to 3 to 4 hours for Command Centre vehicle implementation.

### ***Dependencies***

This plan is dependent upon having a Communications Command site available.

### ***Other Considerations***

In the event of a communications loss, the functionality of the system would be drastically reduced. We would also need to undertake regular 10-20 status checks to ensure continuity.

### ***Recovery Steps – Summary***

- ☐ Step 1 Notify Renfrew Central Ambulance Communications Centre.
- ☐ Step 2 Attempt communication using alternate channels, vehicle repeater, request communications command centre mobile unit.
- ☐ Step 3 Contact Paramedic leadership team members to notify of the situation
- ☐ Step 4 Paramedic leadership team meets if warranted.
- ☐ Step 5 Contact Local Union Executive to set up information meeting.
- ☐ Step 6 Meet with Paramedic staff and inform them of the situation.
- ☐ Step 7 Assess immediate and potential impacts to core business, length of emergency, and recovery time objectives for business services.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

### **Function 3: Loss of Information Technology**

Total or significant loss of Information Technology resources (e.g., computer, email, server, software applications).

<b>SITUATION / ISSUE</b>	Total loss of Information Technology capacity due to infrastructure failure or natural/human disaster.
<b>MISSION</b>	To resume operations as quickly and efficiently as possible upon loss of infrastructure.
<b>IMPACT</b>	The County of Renfrew Paramedic Service's Information Technology infrastructure operates on an internal server within the County Building. A loss of Information Technology infrastructure would result in a breakdown of data processing, communications and recordkeeping.

### ***Recovery Procedure***

The County Information Technology Manager will be notified. In the meantime, the recovery procedure would be initiated by using a hard copy paper report that would capture the necessary information for data entry at a later time. A chronological log would be kept for identifying relevant details for manual search. Leadership staff and light-duty staff members could be relocated to other Service Delivery Sites that have functional Information Technology and they could enter the data from the hard copy reports. If Paramedic Information Technology equipment can be relocated or used, it would be the first option to increase management accessibility at other sites.

### ***Recovery Time Objective***

This plan allows for the immediate use of hard copy paper reports and deployment of administration staff to other Service Delivery Sites for data entry. Any repairs, replacements or additions could take several days to implement.

### ***Dependencies***

Actions may be required to deploy administrative support to other Service Delivery Sites Recovery. This is dependent on Information Technology staff responding and on issues encountered being resolved.

### ***Recovery Steps – Summary***

- ☐ Step 1 Notify County Information Technology Manager.
- ☐ Step 2 Meet with Information Technology Manager to develop plan and obtain equipment for recovery.
- ☐ Step 3 Initiate the immediate use of hard copy paper reports and primary site computers.
- ☐ Step 4 Contact Paramedic leadership team members to provide update.

## **County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN**

- ☐ Step 5 Paramedic leadership team meets at the primary site, if required, and reviews plan.
- ☐ Step 6 Contact Local Union Executive to set up information meeting.
- ☐ Step 7 Meet with staff to inform them of situation.
- ☐ Step 8 Assess immediate and potential impacts to core business, length of emergency, and recovery time objectives for business services.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

#### **Function 4: Loss of Telephone**

Total loss of telephone services to work locations.

<b>SITUATION / ISSUE</b>	Total loss of telephone or cell phone communication due to structural failure or natural/human disaster.
<b>MISSION</b>	To resume operations as quickly and efficiently as possible upon loss of communications.
<b>IMPACT</b>	The County of Renfrew Paramedic Service telephone communications are operational. A loss of the telephone system would result in a breakdown of communication with the public and internal staff.

#### ***Recovery Procedure***

Bell Canada, Telus Communications and the County's telephone service company would be notified. Replaced or repaired lines could be functional within a maximum of 48 hours at any site.

#### ***Recovery Time Objective***

This plan allows for the immediate use of cellular phones or landline.

#### ***Dependencies***

Each ambulance is equipped with a cell phone, and every Paramedic Leadership team member has a cell phone. Otherwise, the recovery is dependent upon the technicians responding and cooperation with Bell and the local service company. Additional equipment is available and could be on site within a few hours.

#### ***Other Considerations***

Media would be used to advise the public that they must use alternate modes of communication to contact Paramedics.

#### ***Recovery Steps – Summary***

- ☐ Step 1 Notify Bell Canada and the help desk.
- ☐ Step 2 Meet with Information Technology Manager to develop plan and obtain equipment for recovery.
- ☐ Step 3 Contact Paramedic Leadership team to provide update.
- ☐ Step 4 Paramedic leadership team meets at the primary site, if required, and reviews plan.
- ☐ Step 5 Contact Local Union Executive to set up information meeting.
- ☐ Step 6 Meet with staff and inform them of situation.
- ☐ Step 7 Assess immediate and potential impacts to core business, length of emergency, and recovery time objectives for business service.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 5: Loss of Power**

Long term power interruption to Paramedic Headquarters and/or other Service Delivery Sites/Bases, and affecting other critical dependencies including ability to refuel fleet (e.g., hydro “blackout”, ice storm, sabotage).

<b>SITUATION / ISSUE</b>	Total loss of power in the County of Renfrew area due to a natural/human disaster. The availability of fuel for vehicles to remain operational.
<b>MISSION</b>	To maintain an operational fleet without the interruption of emergency services.
<b>IMPACT</b>	The County of Renfrew Paramedic Service provides emergency medical service delivery to approximately 100,000 residents, and Paramedics respond to approximately 30,000 calls per year. The fleet of vehicles consists of 29 specialized vehicles.

***Recovery Steps – Summary***

- ☐ Step 1 Contact County Roads Director / Operations Manager to advise that County of Renfrew Paramedic Service will be requiring fuel for its fleet.
- ☐ Step 3 Contact Paramedic leadership team members and arrange a meeting.
- ☐ Step 4 Contact Paramedic staff and provide refueling instructions.
- ☐ Step 5 Assess immediate and potential impacts to core business, length of emergency, and recovery time objectives for business services.



**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 6: Loss of Water and Sanitation**

Total loss of water/sanitation services at Paramedic Headquarters or any Service Delivery Sites due to a catastrophic event, a natural/human disaster or a building condemnation.

<b>SITUATION / ISSUE</b>	Total loss of all water and sewage at Paramedic Headquarters or any Service Delivery Site due to structural failure, natural/human disaster or building condemnation.
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<b>MISSION</b>	To resume operations as quickly and efficiently as possible upon the loss of all water and sewage system in the building.
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<b>IMPACT</b>	The County of Renfrew Paramedic Service provides paramedic services to approximately 100,000 full-time residents and an additional 50,000+ seasonal residents.
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***Recovery Steps – Summary***

- ☐ Step 1 Paramedic Senior Management to advise County CAO.
- ☐ Step 2 Contact Paramedic leadership team members to advise of situation and arrange for a meeting.
- ☐ Step 2 Contact Local Union Executive to set up an information meeting.
- ☐ Step 3 Contact Paramedic staff and provide information and changes to operations if required.
- ☐ Step 4 If service delivery is compromised, move operations to another Service Delivery Site if deemed necessary.
- ☐ Step 5 If the Renfrew Base is compromised, refer to loss of building function procedures.
- ☐ Step 6 Assess immediate and potential impacts to core business, length of emergency, and recovery time objectives for business services.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 7: Loss/Compromise of Personnel Equipment**

Total or significant loss of equipment issued to staff at any Service Delivery Site (e.g., radios, medical equipment and supplies, uniforms).

<b>SITUATION / ISSUE</b>	Loss of equipment issued to staff in the event of building loss where majority of the equipment is stored.
<b>MISSION</b>	To equip staff as soon as possible following a loss of required equipment.
<b>IMPACT</b>	<p>The County of Renfrew Paramedic Service provides emergency service delivery to approximately 100,000 residents, and Paramedics respond to approximately 30,000 calls per year.</p> <ul style="list-style-type: none"> <li>• Majority of staff members store their equipment and uniforms at their respective home Base when off duty. In the event of a building loss, the equipment and uniforms would be inaccessible, thus requiring re-issue.</li> <li>• Some part-time staff members store their equipment and uniforms at their home when off duty. In the event of a building loss, the equipment and uniforms would be accessible, thus not requiring re-issue.</li> </ul>

***Recovery Procedure***

The recovery procedure consists of equipping our front-line members with the required personal issue equipment and uniforms in the event of a total loss of any Service Delivery Site.

***Recovery Time Objective***

This plan is based on the fact that full-time staff stores their equipment and uniforms at “home” base when off-duty. Some part-time staff may store their equipment and uniforms at their residence. Dependent on sizing and stock availability, uniform and equipment replacement would begin immediately, if available. Re-issued equipment and uniforms would be made available at a pre-determined location.

***Recovery Steps – Summary***

- ☐ Step 1 Paramedic leadership team members meet at primary site and review plan.
- ☐ Step 2 Paramedic leadership team assesses equipment requirements.
- ☐ Step 3 Contact uniform supply company to advise them of requirements.
- ☐ Step 4 Have required equipment or uniforms shipped to a pre-determined location for issue to members.
- ☐ Step 5 Assess immediate and potential impacts to core business, length of

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

emergency, and recovery time objectives for business services.

**Function 8: Loss/Compromise to Fleet**

Total or significant loss of paramedic fleet due to catastrophic event or sabotage.

<b>SITUATION / ISSUE</b>	Loss of ambulances.
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<b>MISSION</b>	To obtain ambulances as soon as practicable following a major fleet loss.
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<b>IMPACT</b>	<p>The County of Renfrew Paramedic Service provides emergency medical service delivery to approximately 100,000 residents, and Paramedics respond to approximately 30,000 calls per year.</p> <p>Paramedics operate from seven sites in the County of Renfrew.</p> <p>The fleet of vehicles consists of:</p> <table border="1"> <tr> <td>Ambulances (front line)</td><td>19</td></tr> <tr> <td>Emergency Response Vehicles</td><td>7</td></tr> <tr> <td>Trailers</td><td>2</td></tr> <tr> <td>Mobile Command</td><td>1</td></tr> <tr> <td><b>Total</b></td><td><b>29</b></td></tr> </table> <p>In the event of a major disaster in the vicinity of the building, there is a likelihood that ambulances are damaged or rendered inoperable. A minimum of three ambulances is required in order to provide adequate services to the community.</p>	Ambulances (front line)	19	Emergency Response Vehicles	7	Trailers	2	Mobile Command	1	<b>Total</b>	<b>29</b>
Ambulances (front line)	19										
Emergency Response Vehicles	7										
Trailers	2										
Mobile Command	1										
<b>Total</b>	<b>29</b>										

***Recovery Procedure***

The recovery procedure consists of equipping our front-line members with the required ambulances to provide adequate service delivery to the community in the event of a total loss of any Service Delivery Site.

***Recovery Time Objective***

This plan is based on the fact that currently, our operations are conducted from seven sites. All vehicles are parked indoors. In the event of a major disaster, a large percentage of the fleet could be impacted depending on location. Based on mutual assistance agreements with neighboring services, temporary replacement ambulances may be delivered to the County of Renfrew Paramedic Service within a short period of time.

## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

### ***Dependencies***

This plan is dependent on the availability of ambulances from other paramedic services based on the most current mutual assistance agreements in place.

Permanent replacement of vehicles will be dependent on current supplier inventory and delivery timelines.

### ***Recovery Steps – Summary***

- ☐ Step 1 Paramedic Senior Management advises CAO of the incident and they meet if required.
- ☐ Step 2 Paramedic leadership team assesses the number of ambulances required.
- ☐ Step 3 Notify County insurance carrier of incident.
- ☐ Step 4 Contact neighboring services and advise them of the requirements (refer to Service Mutual Assistance Agreements on file for details).
- ☐ Step 5 Replacement ambulances are received by Paramedics for deployment.
- ☐ Step 6 Assess immediate and potential impacts to core business, length of emergency, and Recovery Time Objectives for business services.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

**Function 9: Response to Pandemic with actual/potential Loss/Compromise of Human Resources**

Total or significant loss of human resources at work location (e.g., pandemic, loss of life or injury as result of catastrophic event, Line of Duty Death of member).

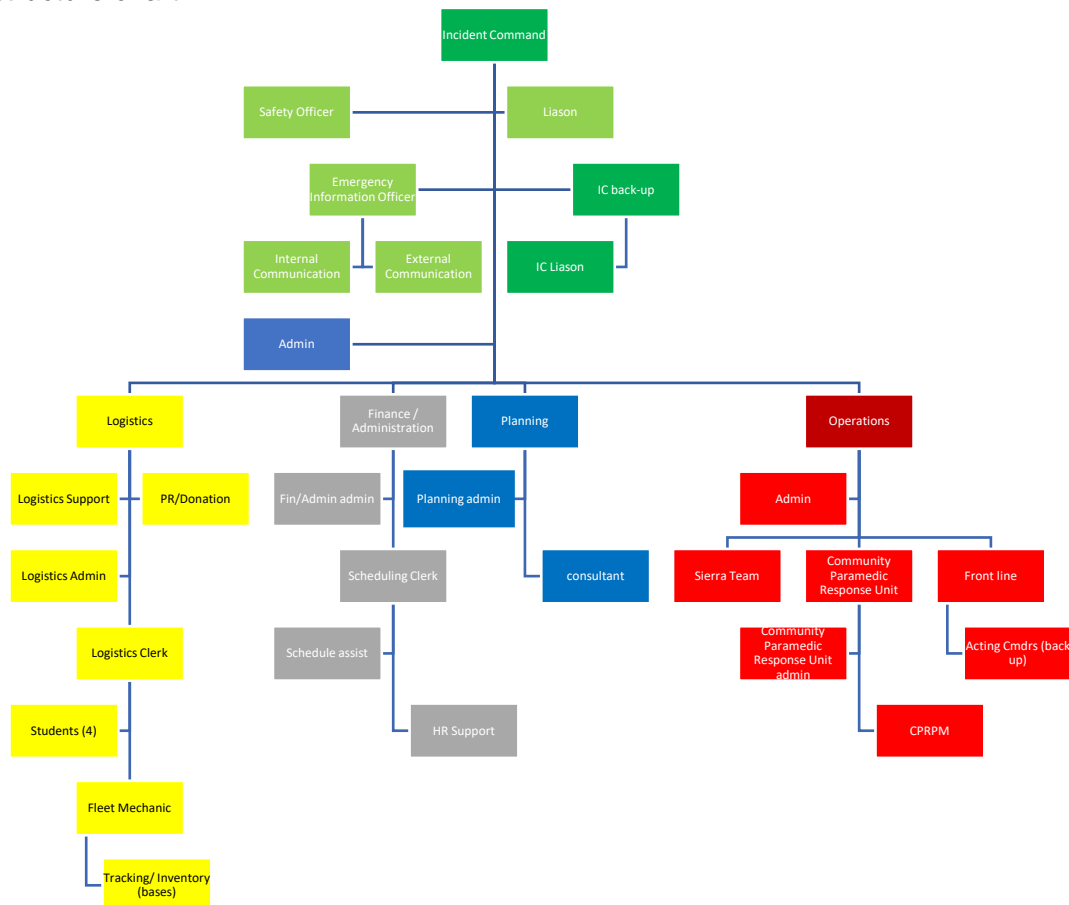
<b>SITUATION / ISSUE</b>	Response to a pandemic with potential loss of personnel or loss of personnel due to other circumstance.
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<b>MISSION</b>	To arrange for a sufficient number of employees in order to provide uninterrupted Paramedic services to our community, with the ability to enhance service in response to community needs based on the scenario.
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<b>IMPACT</b>	<p>The County of Renfrew Paramedic Service provides emergency medical services to approximately 100,000 residents, and Paramedics respond to approximately 30,000 calls per year.</p> <ul style="list-style-type: none"> <li>• The Service operates from seven bases in the County of Renfrew.</li> <li>• When fully staffed, the Service has 134 full-time and part-time employees.</li> <li>• The administrative operational hours are from 7:30 a.m. to 4:30 p.m., Monday to Friday</li> </ul> <p>In the event of a pandemic affecting our personnel, a minimum of 72 front-line staff is required to provide emergency medical services for the County.</p> <p>Four management employees are required to ensure minimal operational support is in place.</p> <p>Administrative support staff are crucial for the continued operation of the Service to maintain scheduling, financial processes, and ongoing communication.</p>
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## Service Considerations for a Pandemic Scenario

Incident Management System (Incident Management System) that provides standardized organizational structures, functions, processes, and terminology for use at all levels of emergency response in Ontario. Incident Management System addresses the need for coordinated responses to all types of incidents within a single agency. Multi-agency, multi-jurisdictional events such as a pandemic require a more collaborative approach such as the one established across the County of Renfrew. (See Appendix A). With a declared pandemic the management team will evaluate the need to implement an Incident Management Structure (Incident Management System) to appropriately address the actual/potential emergency. Please see the image below of an Incident Management System structure chart.



### Service Considerations

1. *Situationally Scaled Approach*
2. *Communications*
3. *Logistics*
4. *Operations*
5. *Community Paramedic Response Program*
6. *Quality Programs*
7. *Pandemic Recovery*

**County of Renfrew Paramedic Service**  
**EMERGENCY AND BUSINESS CONTINUITY PLAN**



## 1. Situationally Scaled Approach

### Scaled approach to implementation plan, based on staffing levels

Staff Impact	Community Impact	Service impact	Mitigation strategy	Communication
10% 12 staff off – (current state)  <b>Pandemic Alert Period Phase 3-4</b>	Provincial state of emergency with potential community impact	No impact on service delivery	<ul style="list-style-type: none"> <li>Ramp up period- consider implementing I</li> <li>Incident Management System structure</li> <li>Policy preparation</li> <li>Communicate plans in advance</li> <li>Increase Personal Protective Equipment (PPE) and hygiene awareness</li> <li>Consider bypass implementation to protect the integrity of the healthcare system</li> <li>Collaborate with Public Health for testing and monitoring</li> <li>Consider initializing discussions with stakeholders (services, hospitals, colleges, ministries, Central Ambulance Communications Centre, Long-Term Care, Base Hospital) (see Appendix A)</li> <li>Consider hiring additional admin/logistic staff or students</li> <li>Consider involvement of private industry (Canadian Nuclear Laboratories, Canadian Forces, donations)</li> <li>Consider alternate sources of funding</li> <li>Consideration of incident specific data and activities for reporting and situational awareness (logistics, PPE, operations, finances, staffing)</li> <li>Consider fleet impact and need to increase availability (rentals, specialty set-ups)</li> <li>Consider upstaff of specialized resources (Community Paramedic Response Unit, Sierra Team)</li> </ul>	<ul style="list-style-type: none"> <li>Notify staff of new organizational chart and responsibilities</li> <li>Share broad pandemic plan with staff</li> <li>Update staff with any bypass agreement changes</li> <li>Outline pandemic response to staff (flowcharts)               <ul style="list-style-type: none"> <li>911</li> <li>patient monitored by Renfrew County District Health Unit</li> <li>interfacility</li> </ul> </li> <li>Liaise with regional paramedic services for planning</li> <li>Conduct weekly inventory count (PPE) and share regionally</li> <li>Consider alternate sourcing for PPE and other required stock (swabs, meds)</li> <li>Engage union re: pandemic plans, Joint Health and Safety Committee and scheduling considerations</li> <li>Consider labor representation in Incident Management System structure</li> <li>Decide on whether to hire additional staff</li> </ul>
20% (24 staff off)	Local state of emergency declared with	Potential	<ul style="list-style-type: none"> <li>Implement Incident Management System structure</li> </ul>	<ul style="list-style-type: none"> <li>Provide regular situational updates to staff and urgent updates as necessary</li> </ul>

**County of Renfrew Paramedic Service**  
**EMERGENCY AND BUSINESS CONTINUITY PLAN**

Staff Impact	Community Impact	Service impact	Mitigation strategy	Communication
<b>Pandemic Alert Period Phase 5</b>	potential community impact	Decrease car count • 9 on days • 7 on nights	<ul style="list-style-type: none"> <li>Implement pre-shift screening, sick at work and quarantine policy</li> <li>Establish Emergency Operations Centre</li> <li>Structure the departmental table</li> <li>Alternate sites for work/ living (hotels, workspaces)</li> <li>Approve overtime</li> <li>Cease code 1 and 2 transfers</li> <li>Standbys for emergency coverage only</li> <li>Increase deep cleaning (contract, light-duty)</li> <li>No lift assists</li> <li>No 3rd party observer ride-along (newly hired Primary Care Paramedics excluded)</li> <li>Only essential patient items transported</li> <li>Leave requests considered if &gt;4 staff available for backfill</li> <li>Laundry services at bases</li> <li>Use light-duty and retired staff for deep cleans</li> <li>Increase base clean contracts with specified demands (aimed at decreasing spread)</li> <li>Cease community event attendance /coverage</li> <li>Community Paramedic Response Unit group to only maintain critical tasks as defined</li> <li>Consider Peer Support deployment</li> </ul>	<ul style="list-style-type: none"> <li>Admin staff work at home</li> <li>Consider ability to work remotely (meetings and access to information)</li> <li>Increase communication about personal hygiene, self-care and PPE</li> <li>Approve all overtime</li> <li>Staff tracking – absences, illness/isolation, % staff available</li> <li>Incident Command to liaise with County Emergency Operations Centre</li> <li>Assess need for additional resources for staff (housing, childcare)</li> <li>Community Paramedic Response Unit client update (phone, mailouts)</li> <li>Increase communication about personal hygiene, self-care and PPE</li> </ul>
30% (36 staff off)  <b>Pandemic Alert Period Phase 6</b>	Local or Provincial state of emergency with impact on local community	Potential  Decrease car count • 8 on days • 6 on nights	<ul style="list-style-type: none"> <li>Internal Advanced Care Paramedics precepting cancelled</li> <li>Short-term leave requests denied</li> <li>Code 3 interfacility transfers approved by Commander</li> <li>Increase full-time staffing from 13-14 shifts</li> <li>Increase public time holds to 60 minutes on code 3 after consult with Commander</li> <li>Consider contracting 3rd party for deep cleaning</li> <li>Hospital escorts will not be returned</li> </ul>	<ul style="list-style-type: none"> <li>Deploy Community Paramedic Response Unit 19:00-07:00</li> <li>Provide weekly situational updates to staff and urgent updates as necessary</li> <li>Kathy/Rhonda to assist with scheduling as necessary</li> </ul>



## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

Staff Impact	Community Impact	Service impact	Mitigation strategy	Communication
			<ul style="list-style-type: none"> <li>Only high priority Sierra team calls actioned</li> </ul>	
40% (48 staff off)  <b>Pandemic Alert Period Phase 6</b>	Local or Provincial state of emergency with significant impact on local community	Potential  Decrease car count <ul style="list-style-type: none"> <li>8 on days</li> <li>6 on nights</li> </ul>	<ul style="list-style-type: none"> <li>Cease code 3 interfacility transfers</li> <li>Increase public time holds to 120 minutes on code 3 after consult with Commander</li> <li>Only long-standing leave with financial implications approved</li> <li>Discontinue Advanced Care Paramedics backup by front-line vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Deploy Community Paramedic Response Unit 19:00-07:00.</li> <li>Provide weekly situational updates to staff and urgent updates as necessary</li> </ul>

## 2. Communications

### Communications Strategy

- Share pandemic plan with staff
- Notify staff and stakeholders of plan implementation and recovery from plan
- Appoint one staff member to be communication lead (Emergency Information Officer) for:
  - Staff
  - Media
  - Allied agencies
- Provide situational awareness (international, national, provincial, regional) updates to staff:
  - Weekly
  - as necessary (urgent information)
- Communicate/update management team on PPE, operations, and other service aspects
- PPE
  - How to
  - When to
  - Expectations
- Sick – stay at home if you are sick – POLICY
- Sick – at work – POLICY – patient contact management
- Work with Operation Sector to define and outline roles, responsibilities and expectations of specialty team response and communicate to team and staff
- Communicate with allied agencies (response, service delivery)
  - Central Ambulance Communications Centre, Ministry of Health, Base Hospital, hospitals, public

## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

### Methods used:

- Screens
- Memos
- Training platforms
- Face-to-face
- Bulletins
- Batch Messaging
- Infographics
- Social media
- Media
- Incident Management System meetings

### 3. Logistics

Required daily tasks	Level of risk	Rationale	Mitigation strategies
Stockpile essential supplies.	Critical	Shortages may occur because of disruptions in transportation or inability of suppliers to meet demands because of their own staff shortages. Loss of up to 30% of workers/drivers and other transportation staff may affect both the production and delivery of needed supplies.	<ul style="list-style-type: none"> <li>Alternative sourcing of supplies.</li> <li>Regional stockpiling and sharing.</li> <li>Ensuring assets security.</li> </ul>
Maintain complete and accurate records at all times to ensure an efficient emergency response and recovery.	Critical	<p>PPE equipment (masks, gowns, shield etc.) is already in short supply and has gone to an allocation system by all suppliers. Allocation system establishes distribution process during supply constraint situations.</p> <p>Provincial distribution plans of essential equipment are predicated on constant situational awareness of supply levels. For example, there are avenues to access provincial supplies if Service stock drops to a 10-day quantity. To determine a 10-day quantity, constant monitoring with regard to situational awareness on supplier status, Service stock, usage rates, and wastage is required.</p>	<ul style="list-style-type: none"> <li>Ongoing counts for situational awareness,</li> <li>Sharing counts regionally.</li> <li>Accurately tracking use and trend.</li> <li>Tracking expenditures.</li> </ul>
Maintain sufficient stock for regular operation.	Critical	Current stock levels are aimed at ensuring the Service can respond to 1000 patients. Current estimates of potential patients are 20 times that level. Equipment, staffing and PPE levels are critical to maintain Pandemic and Continuity of Service.	<ul style="list-style-type: none"> <li>Centralizing and stockpiling supplies.</li> <li>Developing minimum and maximum stock levels at each station.</li> <li>Communicating to staff the importance of using stocks appropriately and minimizing waste.</li> <li>Ensuring a supply chain within the Service.</li> </ul>

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

Required daily tasks	Level of risk	Rationale	Mitigation strategies
Collaborative communication strategy	Critical	Personal wellness helps to prevent disease transmission, illness, absenteeism. Supports goals of personal and family wellbeing, performance levels during austere conditions, decrease illness and absenteeism.	Communicating about personal wellness practices (i.e., bringing personal gear to shower at work, changing at work before going home, bringing lunch and fluids with you to always have what is needed to maintain health and prevent illness).

1. Pandemic planning should consider the need for stockpiling of essential supplies.

**Level:** Critical

**Rationale:** Shortages may occur because of disruptions in transportation or inability of suppliers to meet demands because of their own staff shortages. Loss of up to 30% of worker/drivers and other transportation staff may affect both the production and delivery of needed supplies.

2. Maintain complete and accurate records at all times to ensure efficient emergency response and recovery.

**Level:** Critical

**Rationale:** PPE Equipment (masks, gowns, shields, etc.) is already in short supply and has gone to an allocation system by all suppliers. This system establishes distribution processes during supply constraint situations.

**Rationale:** Provincial distribution plans of essential equipment are predicated on constant situational awareness of supply levels. For example, there are avenues to access provincial supplies if Service stock drops to a 10-day quantity. To determine a 10-day quantity, constant monitoring with regard to situational awareness on supplier status, Service stock, usage rates, and wastage is required.

3. Maintain sufficient stock for regular operations. Establish minimum and maximum stock levels at each station.

**Level:** Critical

**Rationale:** Centralize and stockpile supplies. Ensure supply chain within the Service. Requires communicating to staff the importance of using stocks appropriately and minimizing waste.

**Rationale:** Current stock levels are aimed at ensuring the Service can respond to 1000 patients. Current estimates of potential patients are 20 times that level. Equipment, staffing and PPE levels are critical to maintain Pandemic and Continuity of Service.

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

4. Collaborative communication strategy surrounding personal wellness practices (i.e., bringing personal gear to shower at work, changing at work before going home, bringing lunch and fluids with you to always have what is needed to maintain health and prevent illness).

**Level:** Critical

**Rationale:** Personal wellness helps to prevent disease transmission, illness, absenteeism. Supports goals of personal and family wellbeing, performance levels during austere conditions, decrease illness and absenteeism.

## 4. Operations

### Frontline operations

Required daily tasks	Level of risk	Risk assessment	Mitigation strategies
Adequate staff to staff ambulances	Critical	Not having staff available to work will decrease ability to respond to calls in the community	<ul style="list-style-type: none"> <li>Targeted staffing level is 10 crews on days and 7 crews on nights.</li> <li>Minimum level is 8 crews on days and 6 crews on nights.</li> <li>Below the minimum levels, alternative methods may be considered to augment staff. See Community Paramedic Response Unit response for augmenting the frontline staffing.</li> <li>Alternatives may be explored to increase full-time staff utilization. Increasing staff's shift rotation from 13 shifts to 14 per block will increase the services capacity by approximately 8%.</li> <li>To maintain administration support, office staff may be required to work from home to decrease chance of illness and inability to work.</li> <li>Consider sourcing from other services.</li> <li>Hire new staff.</li> <li>Check with colleges to see if students can start work sooner.</li> </ul>
Interfacility transfer	Critical to Desired	Patients not receiving transport to higher level of care	<p>Strategies to increase paramedic resource availability:</p> <ul style="list-style-type: none"> <li>Implement treat and release protocols to increase system capacity.</li> <li>Decrease non-emergency transfers, use transfer services.</li> <li>Paramedic embedded at Central Ambulance Communications Centre for patient assessment and strategies.</li> </ul>
911 Community Calls	Critical to Desired	Critically ill patients will not receive care needed to live	<ul style="list-style-type: none"> <li>Work collaboratively with stakeholders such as public health for in-home testing and monitoring.</li> <li>Implement treat and release protocols.</li> <li>Paramedic embedded at Central Ambulance Communications Centre for patient assessment,</li> </ul>

**County of Renfrew Paramedic Service**  
**EMERGENCY AND BUSINESS CONTINUITY PLAN**

Required daily tasks	Level of risk	Risk assessment	Mitigation strategies
			<p>strategies and prioritization of response and resources.</p> <ul style="list-style-type: none"> <li>Consider extending delays in responding to certain 911 calls.</li> <li>No responses for lift assists.</li> </ul>
Base and Vehicle Deep Cleaning	Necessary	Staff become ill from exposure	<ul style="list-style-type: none"> <li>Increase staff messaging and frequency.</li> <li>Possibly contract out.</li> <li>Cleaning trucks after calls, deep cleaning after suspected calls and performing full weekly deep cleans are all essential and must be maintained.</li> <li>Cleaning the bases on high traffic contact points is essential but a weekly disinfection of the bases may be contracted out to reduce transmission.</li> <li>Alternative deep cleaning methods for ambulances may be employed after all potential exposures as to limit transmission.</li> </ul>
Standby	Critical	Ambulances need to be deployed for timely response	For emergency coverage only
Returning escorts returning from transfers	Desired	Increase chance of exposure to crews	Can be discontinued
Advanced Care Paramedic (ACP) backup	Critical	Providing a higher level of care for specific calls can improve patient outcomes	<p>Refine Advanced Care Paramedic back up plan. ACP backup requests may be withheld for certain calls, i.e. pain management, first time chest pain with no previous nitro use, if another Advanced Care Paramedics is already on scene to maintain coverage.</p> <p>Embed Paramedic in Central Ambulance Communications Centre for decision making.</p>
Primary Care Paramedic (PCP) student ride outs	Desired	Ride outs may increase use of PPE and increase exposure – internal ride outs take away from ability to staff ambulances	Only allow pending Primary Care Paramedic hires to complete ride outs.
Transporting of patient belongings	Desired	Increase risk of staff exposure	Only essential items and must be in sealed bag.
ACRs	Critical	Patient documentation of interaction	Requirement by Ministry of Health.
Vacation requests	Desired	Staff not given leave, decrease work life balance and satisfaction	Suspend only if necessary.
Issues management	Critical	Required by Ministry of Health	Continue practice.

### **Emergency Calls**

The Paramedic Service has deemed responding to emergency calls as a critical function. This function can further be broken down as such:

- Priority 4 (Emergent) in the community
- Priority 4 from a hospital
- Priority 3 (Urgent) in the community
- Priority 3 from a hospital
- Priority 1-2 (Non-urgent) transfers.

Priority 4 calls will always be the first priority. Priority 3 calls can be held 60 minutes and extended to 6 hours, pending communication with the Commander.

Priority 1 and 2 transfers may be held or contracted out if unable to service due to unavailability of minimum available units.

### **Staffing**

The targeted staffing level will be 10 crews on days and 7 crews on nights. The minimum level will be 8 crews on days and 6 crews on nights. Below the minimum levels, alternative methods may be considered to augment staff. See Community Paramedic Response Unit response for augmenting frontline staffing.

Alternatives may be explored to increase full-time staff utilization. Increasing staff's shift rotation from 13 shifts to 14 per block will increase the Service's capacity by approximately 8%. To maintain administration support, office staff may be required to work from home to decrease chance of illness and incapacity to work.

### **Cleaning/disinfection**

Cleaning trucks after calls, deep cleaning after suspected calls and performing full weekly deep cleans are all essential and must be maintained. Cleaning the bases on high traffic contact points is essential but a weekly disinfection of the bases may be contracted out to reduce transmission. Alternative deep cleaning methods for ambulances may be used after all potential exposures to COVID-19 as to limit transmission. Ambulance call reports, incident management reports and incident accident reports are all essential functions and must be completed.

Access to base limited to work purposes only – no cleaning of personal vehicles, etc.

### **Standbys, Advanced Care Paramedic Back-up**

Cobden, Calabogie and Killaloe standbys may be withheld if required.

During a declared outbreak, Advanced Care Paramedics backup requests may be withheld for certain calls, i.e., pain management, first time chest pain with no previous nitro use, if another Advanced Care Paramedics is already on scene in order to maintain coverage.

### **Ride-outs**

During a declared outbreak, ride-outs of Primary Care Paramedics students and observers will be withheld. Advanced Care Paramedics ride-outs for internal staff may be



## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

suspended until the outbreak is declared over. These measures are meant to reduce protective equipment use and increase number of staff available to work.

### **Other considerations**

During a declared outbreak, front-line staff will not be attending community events, returning escorts from transfers, or transporting patients' belongings unless in a sealed bag. PPE should be carried at all times.

### **Leave requests**

The Service may not be able to approve all vacation requests based on staff availability.

## 5. Community Paramedic Response Program

Required daily tasks	Level of risk	Risk assessment	Mitigation strategies
<p>Community Paramedic Response Unit First Response</p> <p>Community Paramedic Response Unit Advanced Care Paramedics Backup</p>	Critical	<p>Situation when first response will make a difference in patients' outcome. Examples include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• At the direction of a Commander,</li> <li>• Priority life or limb call, if they are closest resource available,</li> <li>• No other Advanced Care Paramedic responding,</li> <li>• Most appropriate resource (example: treat and release).</li> </ul>	Ensuring that community Paramedic keep some capacity in the system to be able to help the paramedic crews.
RCVTAC	Critical	Critical function – increases access to immediate care when Family physician is unavailable or does not exist. Provides access to Family Physician/Nurse Practitioner/Community Paramedic.	<p>Reduce 911 calls and emergency department visits - increases system capacity - result in fewer Long-Term Care admissions - people can remain at home longer</p> <p>Addresses need for access to health care in a rural setting</p>
1-844 Response	Critical	Critical function that needs to be monitored 24/7, as this line will be frequently used.	Service calls are known to increase exponentially during a health crisis and decrease the flow of calls that would go to dispatch resulting in 911 calls.
<ul style="list-style-type: none"> <li>• Scheduling (clients)</li> <li>• Staffing</li> <li>• New referrals</li> <li>• Batch starts</li> <li>• Central Ambulance Communications Centre sign on stakeholder communication</li> </ul>	Critical	These tasks are required to maintain the continuity of the Community Paramedic Response program and would enable it to be leveraged during a pandemic.	<p>Administrative assistant will be able to help with the following:</p> <ul style="list-style-type: none"> <li>• Scheduling of clients and staff, new referrals need to be prioritized against service priorities,</li> <li>• Batch starts and Central Ambulance Communications Centre sign-on are more important during a pandemic to ensure consistent communication. Current method is telegram app.</li> <li>• Stakeholder communication is key to inform all stakeholders (including clients) of changes to Service in response to the pandemic and advise that the situation is not "business as usual." There may be disruptions in routine daily activities. Notification upon return to normal operations.</li> </ul>

**County of Renfrew Paramedic Service**  
**EMERGENCY AND BUSINESS CONTINUITY PLAN**

Logistics <ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Equipment</li> </ul>	Critical	Vehicles are to be dependent as a primary service operation and are imperative to the function of the Community Paramedic Response program.	Fleet logistics is to manage equipment and vehicle to be cleaned and decontaminated as per the logistics direction.
Client interactions <ul style="list-style-type: none"> <li>• Blood draws</li> <li>• INR</li> </ul>	Critical	If these cannot be completed during a pandemic, patient may suffer from serious medical condition.	An alternative source to manage these tasks needs to be identified as these are deemed critical components of the Community Paramedic Response Unit program.
Client Interactions <ul style="list-style-type: none"> <li>• Home Visits</li> <li>• Phone calls</li> <li>• Medication Admin</li> <li>• Assessments</li> <li>• MTCE</li> </ul>	Desired	<ul style="list-style-type: none"> <li>• Update clients re: level of care during pandemic</li> <li>• These will resume when the pandemic ends.</li> </ul>	These are the tasks that could be reduced to create capacity in the system.
Wellness clinics	Desired	Re-evaluated depending on location and pandemic cause.	General wellness clinics will be potentially reallocated to pandemic-specific wellness clinics. This is dependent on resource availability. Should this occur, advertising needs to occur and the regularly scheduled wellness clinic, in its current format, will be cancelled.
Community Paramedic Response Patient Monitoring (CPRPM) <ul style="list-style-type: none"> <li>• Alerts</li> <li>• Installs for pandemic-related illness</li> <li>• Inventory maintenance</li> </ul>	Critical	Alerts will be monitored for existing CPRPM clients on an existing schedule. This system has created capacity in the system.	<ul style="list-style-type: none"> <li>• Make up pre-made CPRPM kits that can be dropped off at a patient's house.</li> <li>• YouTube video to be created to demonstrate CPRPM installation to avoid requiring a Paramedic staff member to physically complete the install.</li> <li>• Parameters need to be defined for alerts, frequency of patient's taking their vital signs, how often Paramedics will be checking the alerts. Currently we check alerts 24-36 hours via email. This equipment does have capability to text alerts, but this would need to be set up.</li> <li>• Inventory maintenance to be completed by the logistics department.</li> </ul>
Stakeholder Engagement <ul style="list-style-type: none"> <li>• Public Health</li> <li>• Family Health Team</li> <li>• Hospitals</li> <li>• Clients</li> <li>• Primary Care Providers</li> </ul>	Critical	<p>Managed by Community Paramedic Response Unit Commander.</p> <p>Client notification of potential disruption in service will be sent direct to the client and the primary contact. This will ensure that</p>	<p>Communication may be done by telephone, mass media (social media, radio), emails, Canada Post.</p> <p>Clinical Practice Guidelines.</p> <p>Under medical delegation and in accordance with service authorization will create capacity in the system.</p>

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

		the primary contact is aware of the potential disruption in service to hopefully assist the client in the interim.	Related to any health pandemic Adjusted, if required, to meet health threat/concern.
Stakeholder Engagement <ul style="list-style-type: none"> <li>Community events</li> <li>Education</li> <li>Meetings</li> <li>School visits</li> </ul>	Desired	Events already scheduled or tasked need to be evaluated and a decision will be made on the appropriateness of attending such event.	Managed by the Community Paramedic Response Unit Commander.  New requests for community events will be declined, unless supporting pandemic mandate, until pandemic termination.
Training <ul style="list-style-type: none"> <li>Pandemic related illness</li> </ul>	Critical	Training will be reduced to prevent any extra pressure in the system.	Pandemic specific training will be in accordance with the County of Renfrew Paramedic Service training department as outlined in this plan to meet operational demands.
Training <ul style="list-style-type: none"> <li>Onboarding new staff</li> </ul>	Vital	It is realistic to expect staffing pressures with any pandemic.	Timely completion of new members trained and safe integration into the team is desirable to augment staff resources.
Training <ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Desired	Pandemic-related training is a priority.	Training is prioritized to the needs of the service during the pandemic outbreak.
Community Paramedic Response Unit Meetings	Desired	Meetings are prioritized to the needs of the service during the pandemic outbreak.  Technology will be leveraged to augment the health and safety of staff.	Technology will be leveraged to augment the health and safety of staff.

## 6. Quality programs

### Training & Education of Staff, Ongoing QA/QI

Required daily tasks	Level of risk	Risk assessment	Mitigation strategies
Quality Tasks <ul style="list-style-type: none"> <li>Ambulance Call Report (ACR) compliance</li> <li>ACR Audit</li> <li>Key Performance Indicators</li> <li>Continuing Medical Education</li> </ul>	Vital to Desired	Ministry of Health requirement and the ongoing certification requirements.	<ul style="list-style-type: none"> <li>Triage what needs to be done</li> <li>Engage other staff for assistance</li> </ul>
Return to work	Critical	Returning staff from leave to front line duty may be required to increase workforce.	<ul style="list-style-type: none"> <li>Delegate staff to assist in return to work tasks</li> <li>Engage BH for early return to work</li> </ul>
New Hires	Critical	Training and onboarding of new staff may be required to meet staffing demands due to pandemic related illness.	<ul style="list-style-type: none"> <li>Speed up process for onboarding</li> <li>Delegate task to admin</li> <li>Fit testing</li> <li>Completion date</li> <li>BH scheduling</li> <li>Uniforms</li> <li>Orientation</li> </ul>
eLearning and education <ul style="list-style-type: none"> <li>specific to pandemic virus</li> <li>new practices, guidelines and equipment</li> </ul>	Critical	Staff need to be educated to manage patients and their safety properly or could become infected	Increase staff training and awareness in the following areas: <ul style="list-style-type: none"> <li>Vehicle exhaust fan utilization</li> <li>Workplace hygiene               <ul style="list-style-type: none"> <li>Uniforms</li> <li>Shaving</li> <li>Hand hygiene</li> <li>Base</li> <li>Trucks</li> <li>Equipment</li> <li>Staff fitness</li> </ul> </li> </ul>
Weekly COVID-19 Update	Critical	Increase awareness	<ul style="list-style-type: none"> <li>Delegate task</li> </ul>
Investigations	Necessary	as necessary – required by Ministry of Health in some cases	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Complaints	Vital	Ministry of Health requirement	<ul style="list-style-type: none"> <li>Delay investigations if possible</li> </ul>
Memos/Messaging	Critical	Requirement for ongoing communication with staff	<ul style="list-style-type: none"> <li>Maintain</li> </ul>
Pandemic education	Critical	Staff will not be educated about best practices	<ul style="list-style-type: none"> <li>Weekly bulletin</li> <li>Batch message</li> <li>E-learning</li> </ul>

**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

			<ul style="list-style-type: none"> <li>• Hands on</li> <li>• Pre-shift screener</li> <li>• Workplace hygiene</li> <li>• Pandemic plan</li> <li>• Change in practice</li> <li>• PPE</li> <li>• Flow charts</li> <li>• Social integrations</li> </ul>
Certifications of current staff (upgrade)	Desired	Staff will not progress to the next classification level	<ul style="list-style-type: none"> <li>• Not a priority</li> </ul>
Consistent communication	Critical	<ul style="list-style-type: none"> <li>• Staff do not have the information required to be safe and complete their tasks</li> <li>• Stakeholders are not aware of our activity that impacts their ability to deliver their services</li> </ul>	<ul style="list-style-type: none"> <li>• Share pandemic plan</li> <li>• Situation awareness</li> <li>• PPE count/ capacity</li> <li>• One consistent source of communication/ information</li> <li>• Scale essential services</li> <li>• Sick employees</li> <li>• Communication with the union</li> </ul>

## 7. Pandemic Recovery

### Recovery Time Objectives<sup>1</sup>

- minimizing the escalation of the consequences of the emergency
- regenerating the emotional, social, and physical wellbeing of individuals within the service
- taking opportunities to adapt to meet the future needs of the service and broader community
- reducing future exposure to hazards and their associated risks.

Recovery involves the coordinated efforts and processes used to bring about the short-, medium- and long-term holistic regeneration of the service and staff following an emergency. The recovery period may last for any amount of time, depending on the scope of the emergency and its broad and local impacts.

Planning for recovery is integral to preparing for emergencies and is not simply a post-emergency consideration. Recovery is not about returning to normality. It is more about regeneration; building back smarter, better, more sustainably and with more resilience. The post-emergency environment poses new challenges and opportunities to re-plan and implement change based on lessons learned. The service needs to transition from the immediate response to longer-term recovery with stakeholders and the community.

Considerations for immediate and long-term service recovery and mitigation can include:

- providing immediate health services and aid in psychosocial recovery to affected individuals and families
- developing, implementing, and monitoring the provision of community health recovery activities, including on-going testing and surveillance
- adapting existing service deliverables and procedures in order to minimize the time needed to return to an expected level of service delivery
- contributing to future mitigation needs or improvements to planning.
- Evaluation of pre-emergency practices and considerations for future practices in times of emergencies or otherwise



### Dependencies

## County of Renfrew Paramedic Service EMERGENCY AND BUSINESS CONTINUITY PLAN

Recovery must be implemented based on best knowledge, in coordination with local and provincial declared states of emergency and their anticipated end. A local environmental scan of rates of infection and impact on service delivery should be evaluated. The trend of positively screened patients by paramedics in addition to the volume of testing (and anticipated testing) being performed along with the associated funding provided will also provide information on when best to enter a recovery phase.

**Recovery Trend Indicators:** Indicators inform decision making around proactive response. Triggers inform decision to move between stages in recovery.

Type	Measurement	Trend
<b>Indicator</b>	Case Counts: <ul style="list-style-type: none"> <li>Local</li> <li>Provincial</li> </ul>	Week over week comparison to new case counts
<b>Indicator</b>	Testing	Week by week comparison to volume of tests being performed
<b>Trigger</b>	Funding	Ability to maintain enhanced response based on emergency funding
<b>Indicator</b>	Government Direction	Observation of direction given by local and provincial government regarding imposed restrictions, guidance and declared states of emergency.
<b>Indicator</b>	Positive screens	Week by week decrease in positively screened patients by Paramedics

### Recovery Procedure

The recovery procedure will be largely dependent on the scale and impact of the pandemic. As the transition from response to recovery occurs, the service must ensure that it is still positioned to deliver anticipated care and response in the community, whilst positioned to respond to downscaling pandemic related activity. Considerations must be given to quickly increase the response should an additional wave of illness present itself. An evaluation of the mitigation factors imposed, changes in practice, and service delivery need to be weighed. Based on the best situational awareness on hand, factors no longer effective/required will be scaled down/phased out and the innovative system improvements and ongoing required practices be assumed as standardized practice moving forward. Effective communication to staff and to stakeholders of a recovery plan and the details of a gradual resumption of normal operations.



**County of Renfrew Paramedic Service  
EMERGENCY AND BUSINESS CONTINUITY PLAN**

### Phased Approach

Based on the recovery trend indicators, a phased approach will be developed to move the service towards recovery, from the pandemic response back to normal operations.

CURRENT PHASE	PHASE 1	PHASE 2	PHASE 3
<ul style="list-style-type: none"> <li>- Incident Management System structure</li> <li>- Upstaffing</li> <li>- Re-deployment of resources</li> <li>- Testing (capacity beyond normal resources)</li> <li>- Bypasses and practice changes</li> <li>- Increased logistic requirements and activity</li> <li>- Enhanced communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Return to Functional Command Structure</li> <li>- Determined end of date for upstaffing</li> <li>- Downward trend of testing</li> <li>- Bypasses / practice changes persist</li> <li>- Logistic administration demand decreases (systems and processes established and are functional)</li> <li>- Evaluate effectiveness and frequency of communications</li> </ul>	<ul style="list-style-type: none"> <li>- End of upstaffing</li> <li>- Testing / pandemic related activity capable to be handled without upstaffing</li> <li>- Some resumption of normal practices (bypasses, patient care)</li> <li>- logistic demands met by normal staffing and activities</li> <li>- Decrease frequency in communications</li> </ul>	<ul style="list-style-type: none"> <li>- Resumption of normal scheduling and shifts</li> <li>- Minimal testing/pandemic related activities</li> <li>- Return to normal operations and practices</li> <li>- Planning and implementation of best practices adopted during pandemic</li> <li>- Consider and implement level of communications in new normal</li> </ul>

### Recovery Steps – Summary

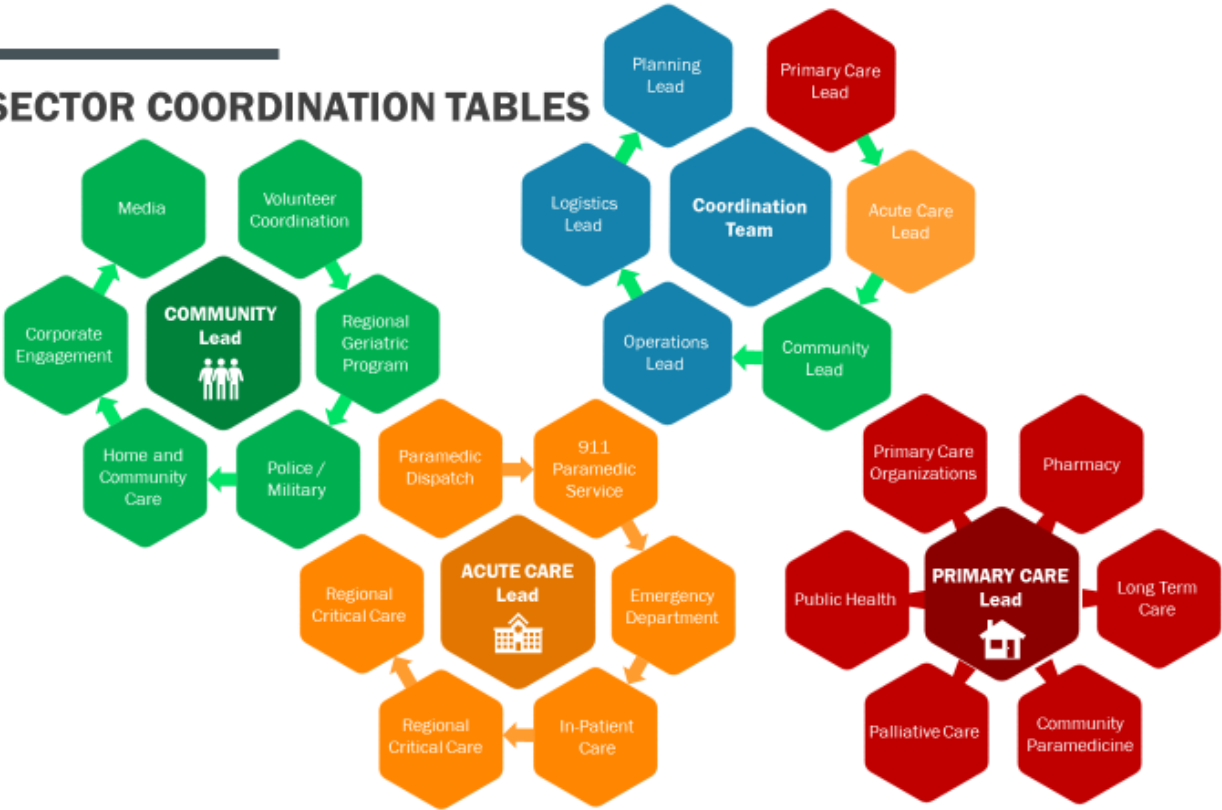
- ☐ Step 1 Evaluation of current state, in consideration of local and provincial factors, such as declaration of emergency, epidemiology reports, rates of infection/death (see Recovery Trends Indicators chart above).
- ☐ Step 2 Evaluate local service delivery impacts, call volume, leave rates.
- ☐ Step 3 Consider mitigation factors implemented and changes in service/practice and evaluate their ongoing effectiveness post pandemic.
- ☐ Step 4 Paramedic leadership team assesses the 3 Steps noted above and implements a phased recovery action plan based on current assessment of the situation and future needs. (see Phased Approach chart above)
- ☐ Step 5 Recovery plan and action items are communicated to staff and stakeholders.
- ☐ Step 6 Agreed upon plan/aspects are implemented based on agreed upon timeline and the current situation.
- ☐ Step 7 Ongoing assessment of immediate and potential impacts to core business, length of emergency, and Recovery Time Objectives for business services.
- ☐ Step 8 Reflection and lessons learned post pandemic. PResponse plan improvements and team specific lessons evaluated and put into practice.

## References:

1. Ministry of Health. 2015. National Health Emergency Plan: A framework for the health and disability sector. Wellington: Ministry of Health.

Appendix A

HEALTH SECTOR COORDINATION TABLES



Chris:

You have the courage to face some difficult times with so much compassion. Our Dad's exit was not exactly what we had hoped for, but you kept him as comfortable & pain free as possible. You let Dad go out on his terms, staying at home until he passed. You truly cared about Dad's feelings and dignity. We can't thank you enough for that. Thank you for your courage, for comforting Dad, talking to him, reassuring him that everything was going to be OK. He knew he was dying and you made easier for him to go. We all wanted to be there with him, and you made us feel that he was in good hands, treating him like HE was YOUR Dad. We also want to thank you for being up front with us in regards to Dad's condition, it helped us prepare for the end, if one can truly prepare for your loved one's passing. Your presence, the knowing that you were simply there, was a relief for our family. You gave Dad the ultimate care. May you be proud of the work you do, the person you are, and the difference you make. We will be eternally grateful. We thank you from the bottom of our hearts, but for YOU, our heart has no bottom.

WITH MUCH LOVE

*Received by E-Mail*

*I'm writing today to mention that on May 14, 2020, we called the paramedics for my mother (name blanked out) and the experience was just awesome. ✨*

*They arrived at 5:00 p.m. and stayed with us until 6:30 p.m.*

*The paramedics were:*

- Tracy Carson*
- Matt Lasek*
- Paul Mahoney*

*They were very efficient, professional and took their time explaining the situation and mom's vitals during their complete stay. We were given several choices of what to do and decided all together what would be best in the circumstance we were in. We picked the VTAC virtual physicians' program and were issued two virtual doctors. They were friendly, understanding, thorough and prescribed two medications for mom.*

*I found the whole system and process was perfect. It has given us peace of mind under a stressful time.*

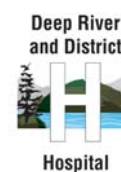
*Congratulations to them for their wonderful work.*

## RENFREW COUNTY VIRTUAL TRIAGE AND ASSESSMENT CENTRE A HEALTH PARTNERS COLLABORATIVE



1

## PARTNERS



2

## BACKGROUND:

- Hospitals, Public Health, Paramedics and Primary Care sites in Renfrew County, supported by Ontario Health East, have collaborated to establish a Virtual Triage and Assessment Centre for Renfrew County.
- The County of Renfrew is challenged by its vast geography and unique population settlement patterns. The Township of South Algonquin has been included in the scope of service delivery.
- This model of a Virtual Triage and Assessment Centre has been developed to meet the challenges of this unique, rural geography with an aim of reducing unnecessary/avoidable demands on our local hospitals.

3

## PURPOSE:

**TO PROMOTE PRIMARY CARE CAPACITY AND PRACTICE DELIVERY SOLUTIONS IN RESPONSE TO THE COVID-19. PRIMARY HEALTH CARE PROVIDERS ENHANCE VIRTUAL TRIAGE, ASSESSMENT AND TREATMENT OPTIONS FOR SICK PATIENTS.**

Where a resident of Renfrew County does not have a primary care provider (i.e., unattached patient) or is unable to reach their primary health care provider the centre has:

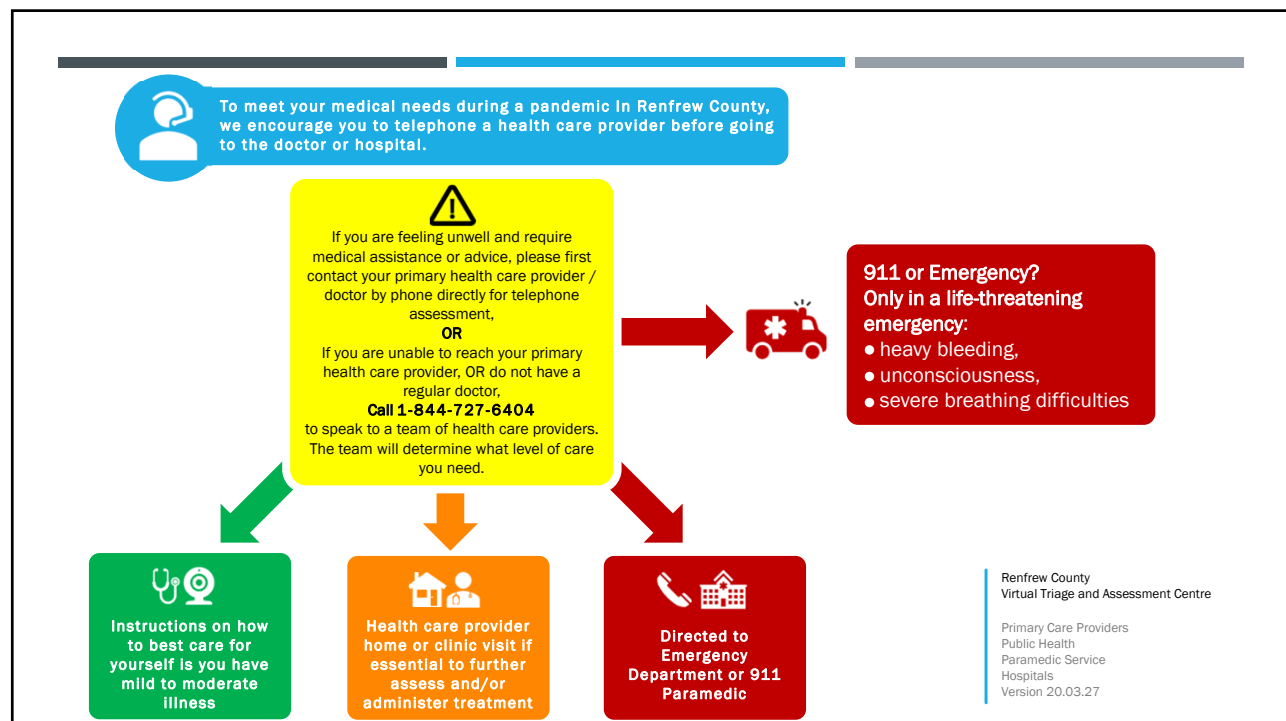
1. Established a “virtual centre” promoting the use of a “one number to call” for **virtual triage**, assessment and treatment options from health care practitioners and support staff.
2. Served residents of Renfrew County who have medical needs so that they can be assessed and guided on how to best receive care dependent on their needs.
3. Placed a special emphasis on supporting persons exhibiting symptoms of COVID-19, attached and unattached to a primary care provider, with the goal of safely managing their care needs in the community, triaging their acuity and managing a range of care options.

4

## PROVIDE PRIMARY CARE PHYSICIANS, COMMUNITY PARAMEDICS, NURSE PRACTITIONERS TO ASSESS PATIENTS USING THE FOLLOWING MODALITIES:

- Phone visit and or video with patient with a Physician and family health team.
- In-home assessment and diagnostic testing is completed by Community Paramedics for patients who require further interventions and / or monitoring.
- Remote monitoring and alerting may be established by Community Paramedics for patients who require additional supports.
- Referrals may be made to the Acute Primary Care Service of the RC VTAC or Public Health or other community agency as required ie Family Health Team Mental Health staff, 211, Nurse Practitioners Regional Geriatric Program & Palliative Care Team integration.
- Provide a barrier free solution that ensures timely access to primary care for all residents of Renfrew County. This service also provides 24/7 consultation between primary care physicians and paramedics to provide appropriate 911 patients better care options at home.
- Minimizes the use of PPE or swabs in traditional settings such as a static assessment centre while still providing hands on care, assessment and continuous remote monitoring where warranted.

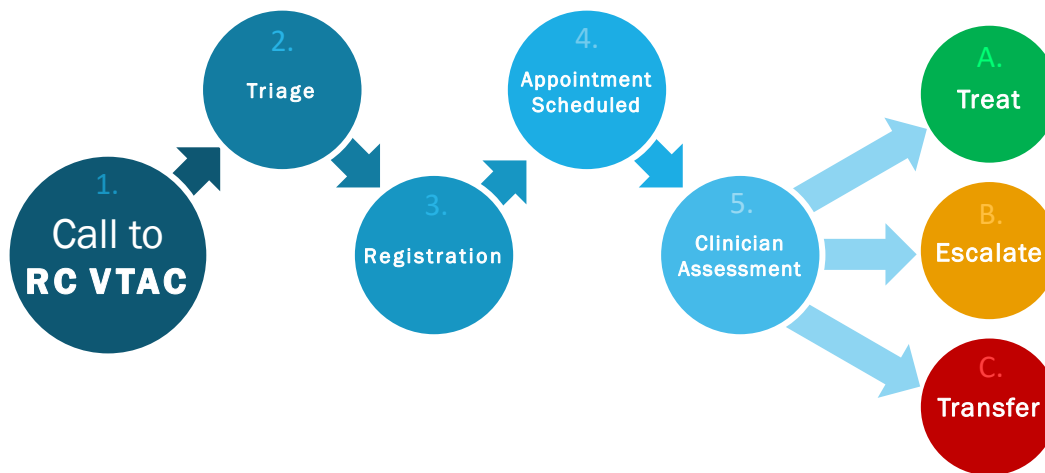
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## PATIENT FLOW RENFREW COUNTY VIRTUAL TRIAGE AND ASSESSMENT CENTRE



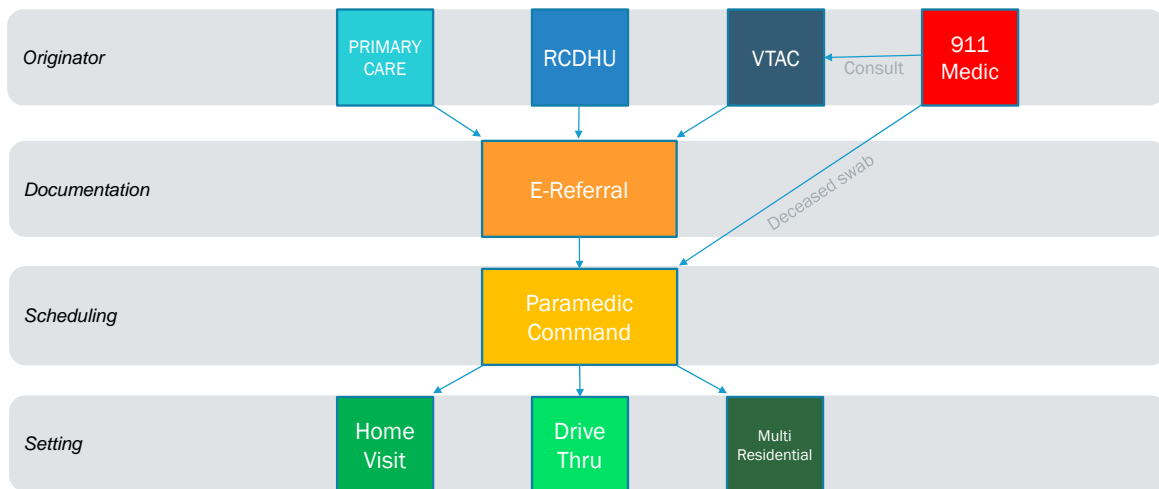
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## RENFREW COUNTY VIRTUAL TRIAGE AND ASSESSMENT CENTRE:



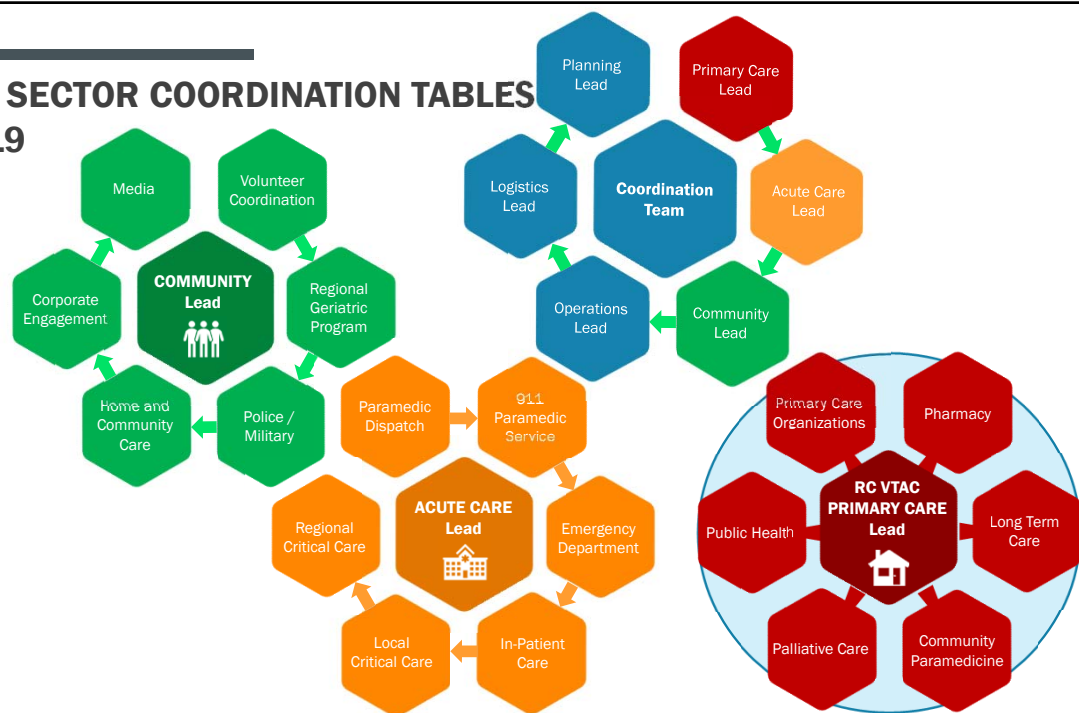
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## RC VTAC – COVID19 SWAB REQUEST FLOW ISSUE



9

## HEALTH SECTOR COORDINATION TABLES COVID 19



10

## Long-Term Care Report

Presented by Mrs. Shelley Sheedy, Director of Long-Term Care

Members of County Council:

### **INFORMATION**

#### 1. COVID-19 Status Update – County of Renfrew Long-Term Care Home Residents

As at May 21, 2020: Residents	Confirmed Cases	Total Tests	Negative Tests	Tests Pending Results
Bonnechere Manor	0	214	209	5
Miramichi Lodge	0	181	181	0

A reminder that one resident with one symptom triggers testing which prompts the classification of that Home as “suspect COVID” until the swab result is known. Therefore, coupled with the very broad symptom list for older adults, it is anticipated that most Homes will be in suspect COVID status for the duration of the pandemic.

Both Bonnechere Manor and Miramichi Lodge had a COVID-related inspection by the Renfrew County and District Health Unit; the Homes’ were each assessed as ‘green’ (low risk) in relation to risk categories for congregate settings.

Regular updates to all residents/substitute decision makers (SDMs) are provided and individuals with questions or concerns are encouraged to speak directly with a Registered Nurse.

Residents, their families and our staff continue to be very creative and generous in ensuring our residents maintain meaningful connections with their loved ones. The collage below captures some of these:



#### COVID-19 Status Update – Staffing

As at May 21, 2020: Staff	Confirmed Cases	Total Tests	Negative Tests	Tests Pending Results
Bonnechere Manor	0	229	228	1
Miramichi Lodge	1	204	203	1

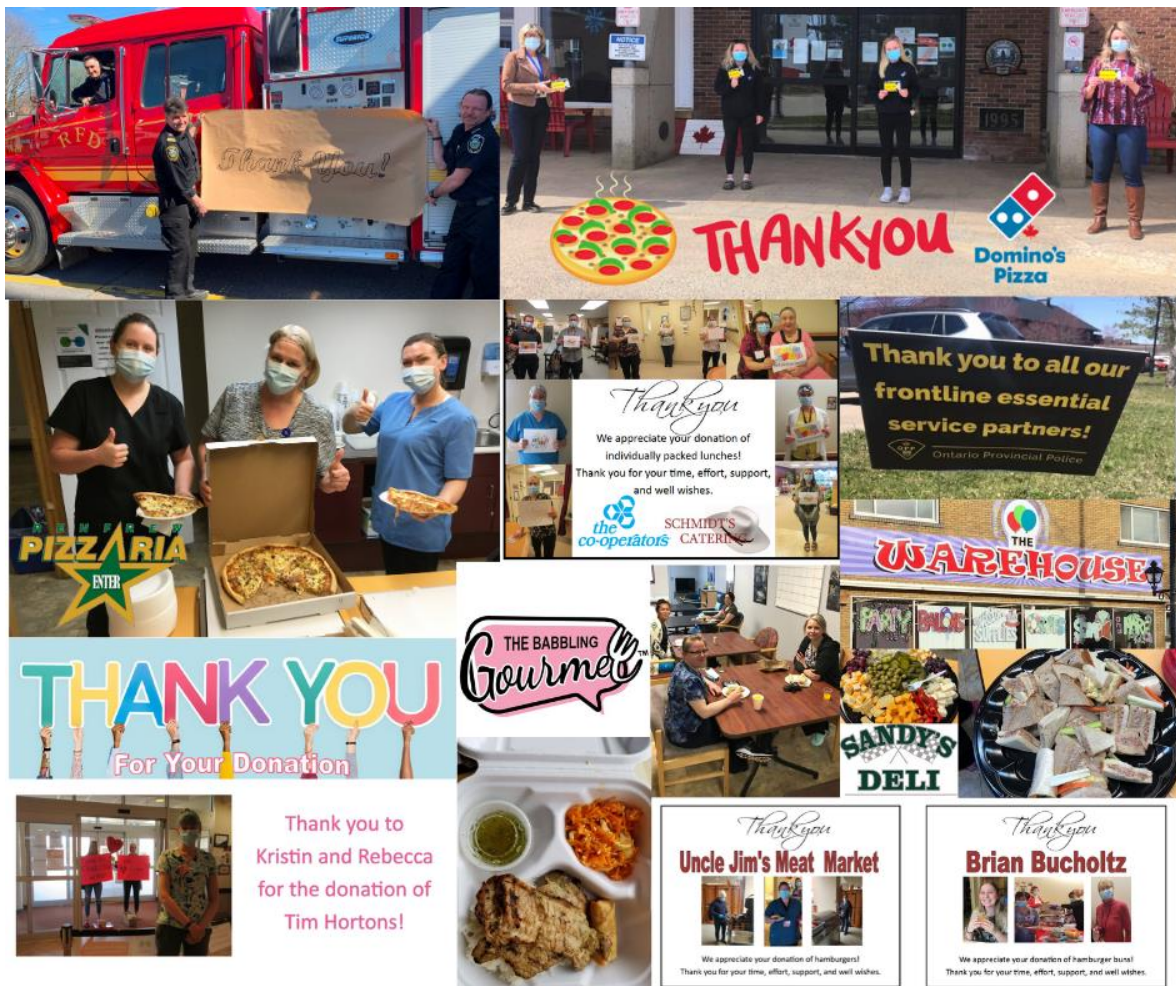
Further to the Province's direction to complete surveillance testing on all residents and staff by May 15, 2020, with the assistance of the Paramedic Service, we completed over 800 swabs on our Home's residents and staff by May 9, 2020. Further to the County of Renfrew's notification on May 9, 2020 of a positive case of COVID-19 involving a County of Renfrew employee who works at Bonnechere Manor, LifeLabs informed the Manor on May 14, 2020 that this result was an error – LifeLab's investigation confirmed that the swab result was negative, but was reported incorrectly as positive. As a result, the COVID-19 outbreak status at Bonnechere Manor was withdrawn effective May 14, 2020. Attached as



Appendix LTC-I is the written report requested from LifeLabs regarding this incident and their corrective actions to prevent reoccurrences.

Updates to staff are also provided regularly. In addition, the Directors of Care at each Home hold regular videoconference meetings with front-line nursing staff to communicate frequent directive changes from the Province.

The community also continues to be incredibly generous in recognizing our staff. Below is a collage that captures only some of the many donations:



## 2. COVID -19 Directions from the Province - Implementation\Implications for Operations

- On May 5, 2020, a memorandum attached as Appendix LTC-II from the Ministry of Health regarding Public Health Units communicating an emergency order authorizing coroners and Public Health Units to have access to the provincial Electronic Health Record (EHR) to help in the response to COVID-19. Ontario Health will be implementing access to the EHR for the Medical Officers of Health and Chief Medical Officer of Health for the purposes of the emergency order.

- On May 12, 2020, the Honourable Dr. Merrilee Fullerton, Minister of Long-Term Care, released an open letter to residents and families attached as Appendix LTC-III, with details on the on-going measures the Ministry is taking to prevent and contain the spread of COVID-19. The letter outlines the key actions that are being taken by the Ministry, as well as contact information for the Ministry's Family Support and Action Line, as well as the Patient Ombudsman. A copy of this letter was provided to residents and families by Bonnechere Manor and Miramichi Lodge.
- On May 13, 2020, the government adopted an emergency order attached as Appendix LTC-IV, allowing the province to issue a mandatory management order for a long-term care home struggling to deal with a COVID-19 outbreak. This new measure is meant to strengthen protections for vulnerable seniors in those homes and ensure the province can move rapidly in case a home needs urgent help. The Ministry has confirmed that this will only be implemented in extreme circumstances. The following are the key highlights from this announcement:
  - The manager could be any person, including a corporation or hospital.
  - A long-term care home may require management assistance if it faces challenges, such as, a high number of cases among residents or staff, a high number of deaths, an outbreak that has not yet been resolved, significant staffing issues or outstanding requirements from infection prevention and control assessments.
  - Decisions regarding when and where to assign additional management support will be made on a case-by-case basis.
- On May 19, 2020, Dr. Merrilee Fullerton, Minister of Long-Term Care, announced that the government will be launching an independent commission in response to the impact of COVID-19 on Ontario's long-term care system beginning in September. The government will be finalizing details of the commission including terms of reference, membership, leadership of an independent, non-partisan commission and reporting timelines. The announcement is attached as Appendix LTC-V.

### 3. COVID-19 Long-Term Care Challenges

We continue to:

- Conduct twice daily screening assessments and screening for residents and staff;
- Test residents and staff with any COVID-19 symptoms, consistent with current guidelines;
- Cohort symptomatic residents until negative swab result received to reduce the risk of spreading COVID-19 by isolating, using added personal protective equipment (PPE) and assigning care to separate staff until the swab result comes back negative;
- Provide ongoing training and audits on the use of PPE and maintaining infection prevention and control practices on a day-to-day basis;
- Practicing physical distancing amongst residents and staff where possible;
- Weekly meetings with Joint Occupational Health and Safety committee members;

- Participate in regular updates with the County of Renfrew Emergency Operations, the Renfrew County and District Health Unit and Advantage Ontario;
- Provide regular updates to residents/families and staff; and
- Plan for a positive COVID-19 resident result through the creation of a mini isolation unit as well as a guide for staff with current directives, staffing needs, PPE needs and communication to stakeholders.

Ongoing Challenges Include:

- Delayed Long-Term Care Resident and Staff Testing - Lab capacity, and specifically the turnaround time from swabbing to result had improved prior to the implementation of surveillance testing on all long-term care residents and staff; those results were delayed by a week or more; and
- Personal Protective Equipment (PPE):
  - Surgical/procedure masks,
  - N-95 masks.

#### 4. COVID-19 Funding Announcements

Further to Ontario's Action Plan: Responding to COVID-19 and the provision of \$88 million in additional prevention and containment funding in 2020-21 to support additional costs associated with screening, staffing and supplies, on May 8, 2020 long-term care homes were provided with the details regarding the allocation of these funds as per the attached Appendix LTC-VI as well as the specific allocations for each of Bonnechere Manor: \$48,000 and Miramichi Lodge: \$88,400. Council will note the difference in funding is related to a COVID-19 outbreak.

##### Additional COVID Prevention and Containment Funding Allocations – May 2020

1. Small Homes <=96 beds in total | Medium Homes >=97 and <=160 beds in total | Large Homes >160 beds in total

2. Data source: August 2019 Long-Term Care Homes Renewal Branch

3. Based on information submitted to the Ministry of Long-Term Care as of April 30th, 2020

Home Name	Bonnechere Manor	Miramichi Lodge
Ministry Funded Beds	180	166
Home Size <sup>1</sup>	Large	Large
Homes with B, C and/or D Beds <sup>2</sup>	No	No
With Infection <sup>3</sup>	No	Resolved
Base Allocation	\$12,000	\$12,000
Additional Base for Small B, C and/or D	\$0	\$0
Additional Base for Medium B, C and/or D	\$0	\$0
Additional Base for Infection	\$0	\$10,000
Per Bed Allocation	\$36,000	\$33,200
Additional Per Bed Allocation for Infection	\$0	\$33,200
Total Funding for May 2020	\$48,000	\$88,400

5. Provincial Pandemic Pay for Long-Term Care Frontline Staff

Council will recall that on April 25, 2020, the provincial government issued a press release in recognition of the dedication and increased risk of working to contain the COVID-19 outbreak and the provision of a temporary pandemic payment to frontline staff. This increase will provide four dollars per hour worked on top of existing hourly wages, regardless of the qualified employee's hourly wage. In addition, employees working over 100 hours per month will receive lump sum payments of \$250 per month for each of the next four months. Those eligible to receive the payment are non-management staff working in long-term care homes.

While the news release stated the additional funding will begin to flow immediately, long-term care homes have not received the funding to date. On May 15, 2020 the government provided additional details regarding the allocations and advised that the program policy will be communicated at the beginning of June by Ministry staff and that money will begin flowing “as soon as possible”.

6. International Year of the Nurse

We had planned our annual staff appreciation event to include bringing in national best-selling author and motivational speaker Ms. Darci Lang. In recognition of the restrictions of COVID-19, but also that 2020 was proclaimed as International Year of the Nurse; the management teams of Bonnechere Manor and Miramichi Lodge drew awareness to the many contributions of the nursing profession coupled with a desire to recognize the value of the whole long-term care team that supports resident care by coordinating a virtual presentation by Ms. Lang and a copy of her book. The approximately 20 minute video captured for all staff the importance of taking care of yourself, your family and your work role during the pandemic. In addition, Domino's Pizza in Renfrew donated a free pizza voucher for all Manor staff and Mr. Kerry Leroux, Canadian Tire Cambridge provided lunch for all Lodge staff. The Commonwell Mutual Insurance Group also donated approximately 50 gift certificates for a meal kit for staff at each Home.

7. Fundraising ‘Strides for Smiles’ Fund Raiser

With fundraising activities on hold during this pandemic, Bonnechere Manor was approached by a family member regarding the possibility of her father walking to raise funds for the Manor, inspired by 100-year-old Colonel Tom Moore who walked 100 lengths of his garden to raise funds for the National Health System in the United Kingdom. On May 4, 2020, 99-year-old Harold Irving started the “Strides for Smiles’ fundraiser walking 2-3 times per week. The Bonnechere Manor Foundation is accepting donations through [Eventbrite.com](https://www.eventbrite.com) or a cheque made out to the Foundation anytime throughout the month of May. The public can follow along on the Home's Facebook event page: “[Strides for Smiles –](#)



[Bonnechere Manor](#)". For more information, please contact Lainy Bolt-Johnson at 613-432-4873 ext. 1252 or by email [lboltjohnson@countyofrenfrew.on.ca](mailto:lboltjohnson@countyofrenfrew.on.ca).



Visit Strides for Smiles - Bonnechere Manor on Eventbrite to Donate to the Bonnechere Manor Foundation



May 7th - Local Impact COVID19- Strides For Smiles





100 International Blvd.  
Toronto, ON  
Canada M9W 6J6

T: 416-675-4530  
[www.LifeLabs.com](http://www.LifeLabs.com)

May 15, 2020

Ms. Shelley Sheedy, RN, BScN, MHS  
Director, Long-Term Care, County of Renfrew  
Via e-mail: [ssheedy@countryofrenfrew.on.ca](mailto:ssheedy@countryofrenfrew.on.ca)

Dear Ms. Sheedy,

**Re: Edited COVID-19 test result**

Further to our conversation, we recently identified the **COVID-19 positive** test result that was reported on May 9, 2020, should have been reported as **COVID-19 negative**. A full investigation has determined that this was a one-time occurrence resulting from a human error. As a result, the report will be edited and a revised report will be sent to you to address this change.

We have taken the appropriate steps to resolve the issue and prevent it from happening again including: corrective action with the employee involved in the incident, and additional reviews and audits for each test to ensure that all positive results are reported as per direction.

Quality and reliability are the cornerstones of everything we do and we are taking this error very seriously. We know that in these uncertain times, the reliability of test results plays a critical role in supporting this urgent public health need. On behalf of LifeLabs, I would like to sincerely apologize for any concern this may have caused.

We remain committed to delivering results you can rely on and trust.

Yours sincerely,



**Dr. Huda Almohri** *MD, FRCPC*  
**Medical Microbiologist and Infectious Disease Physician**  
**Deputy Ontario Medical Director**  
**Lab Director, Discipline Head, Microbiology**  
**Medical Scientific Department - Ontario**  
LifeLabs | 100 International Blvd. | Toronto, ON M9W 6J6  
T 416-675-4530 Ext. 42105 | F 416-213-4206  
E [Huda.Almohri@LifeLabs.com](mailto:Huda.Almohri@LifeLabs.com)

**Ministry of Health****Assistant Deputy Minister  
Digital Health Division****1075 Bay Street, 12<sup>th</sup> Floor  
Toronto ON M5S 2B1****Telephone: 416 326-1582  
Facsimile: 416 326-9967****Ministère de la Santé****Sous-ministre adjoint  
Division des solutions  
numériques pour la santé****1075, rue Bay, 12<sup>e</sup> étage  
Toronto ON M5S 2B1****Téléphone: 416 326-1582  
Télécopieur: 416 326-9967**

May 5, 2020

**MEMORANDUM****TO: Medical Officers of Health and Associate Medical Officers of Health****RE: Emergency Order authorizing Public Health Unit (PHU) access to the Electronic Health Record (EHR)**

The purpose of this memo is to provide you with an update on continuing measures to restrict the progress and spread of the COVID-19 virus across the province, including declaring an emergency to ensure that the province is using every avenue possible to continue to protect the health and safety of all individuals and families in Ontario.

The Ministry of Health has received approval for an emergency order under the Emergency Management and Civil Protection Act (EMPCA) authorizing coroners and PHUs, including Medical Officers of Health (MOH) and the Chief Medical Officer of Health (CMOH), to access to the provincial Electronic Health Record (EHR), to prevent, respond to and alleviate the COVID-19 outbreak.

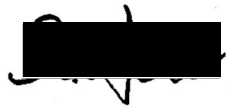
This access is to real-time information in the EHR, which contains the most up-to-date laboratory and clinical information across the province (i.e., real-time COVID-19 lab test results). This order will increase the timeliness and completeness of the information PHUs have available to them to support COVID-19 pandemic management. The order also enables appropriate public health use of the information held in the EHR, including confirmation of individuals' personal information and identification, e.g. patient's address.

This new access authority is in line with legislative amendments already passed in Bill 188, which will be proclaimed into force later in 2020. In the meantime, this order will address the immediate requirements of our health system. The order is intended to be temporary and access to the EHR information for HPPA purposes would expire on May 15; however, if the province's emergency status is extended there is the potential that the emergency order would be extended to align with that timeline.

Ontario Health will be implementing access to the EHR for the Medical Officers of Health and CMOH for the purposes of the emergency order.

If you have any questions about access to the EHR as part of the COVID-19 pandemic response, please contact Angela Lianos at [angela.lianos@ehealthontario.on.ca](mailto:angela.lianos@ehealthontario.on.ca).

Sincerely,

A black rectangular redaction box covers the signature area. The box is approximately 120x40 pixels. There are some faint, dark, irregular marks around the box, possibly remnants of a signature or ink.

Greg Hein,  
Assistant Deputy Minister  
Digital Health Division

c: Dr. David Williams  
Chief Medical Officer of Health

**Ministry of Long-Term Care**

Office of the Minister  
400 University Avenue, 6<sup>th</sup> Floor  
Toronto ON M7A 1N3

**Ministère des  
Soins de longue durée**

Bureau du ministre  
400, ave University, 6<sup>e</sup> étage  
Toronto ON M7A 1N3



May 12, 2020

Dear Residents in Long-Term Care and Families,

During this challenging time, nothing is more important than protecting your health and wellbeing. Our government has been using its full might to defend against COVID-19 since the global pandemic reached Ontario.

Many of Ontario's long-term care homes have experienced unprecedented circumstances related to COVID-19, and we have been taking extensive, on-going measures to protect residents and staff. The Ministry of Long-Term Care has been working around the clock to support our long-term care homes from the beginning with the many groups involved in addressing this terrible virus. They include the Ministry of Health, Ontario Health, Public Health Ontario, public health units and the federal government.

I wish to share with you what we have been doing to provide support to our homes, including those that are in urgent need.

Building on many important measures introduced over the previous months, our government launched a [COVID-19 Action Plan for Protecting Long-Term Care Homes](#) on April 15<sup>th</sup>. The plan added even more efforts to protect residents and staff through increased COVID-19 testing, strengthened infection prevention and control, and extended efforts to grow our long-term care workforce of nurses, personal support workers, cooks, cleaners, and other staff needed to get through this pandemic.

These enhanced measures are outlined below under three pillars.

### **Aggressive testing, screening, and surveillance**

As of today, more than 55,000 of our long-term care residents have been tested for COVID-19. Good progress is being made with testing underway for every single resident and staff, regardless of whether they are experiencing symptoms. With our province's growing testing capacity, this universal testing will be completed in the next few weeks. This is a critical step to defeating COVID-19 because the sooner we can identify cases, the sooner we can act to prevent spread and save lives.

### **Managing outbreaks and spread of the disease**

What has occurred in some of our long-term care homes is tragic, and we are at a critical point in our fight against COVID-19. I want to assure you know that we have dedicated our full support to those homes in urgent need, and our efforts are showing results.

We have introduced additional policies and procedures to protect our residents and staff. These include mandating universal masking, restricting staff to one workplace only to limit spread between long-term care homes, and as you know, closing our homes to all but essential visitors. As hard as it is to be apart, it is important to remember that keeping COVID-19 out of our long-term care homes means only permitting visits from family members of palliative residents at this time.

Enhanced, active screening continues at all homes to limit the potential for staff or essential visitors to bring the virus into the home. Visitors who are deemed essential and all residents will continue to be

actively screened. Active screening was implemented very early in our effort to prevent the virus. This screening includes twice-daily temperature checks and assessment for typical and atypical symptoms.

We have also worked very hard to ensure that personal protective equipment (PPE) needs are being met quickly and we are responding to urgent requests for additional equipment within 24 hours.

### **Growing our long-term care workforce of heroes**

Along with infection prevention and control, staffing is one of the biggest challenges that homes are facing. Many teams from local hospitals are answering the call from long-term care homes in need, and we are grateful that so far, 113 partnerships are underway. To make this easier, our government issued a memo on April 25<sup>th</sup> enabling hospitals to temporarily reassign frontline staff to provide support in long-term care homes.

The Canadian Armed Forces have also stepped up to assist. As we speak, nurses, medical technicians, and general personnel are on the ground in five homes with the greatest need for staffing support. We are pleased to see some positive results and will consider redeployment as the situation evolves across the province.

In addition, in recognition of the dedication of our front-line staff, we have introduced pandemic payment increase of \$4 per hour worked for 100,000 workers in long-term care. This payment will be in place for sixteen weeks to assist workers during this very challenging time. You can learn more about it [here](#).

Since the Premier created a standalone Ministry of Long-Term Care in June 2019, my team and I have been working tirelessly to address decades of neglect of the long-term care sector. We've been working diligently on plans to address the staffing crisis, redevelopment of older homes, and a general lack of capacity for our growing numbers of seniors. We've been working on serious shortcomings in long-term care that should have been addressed years ago.

We have taken significant steps, but there is still a long road ahead of us.

The Ministry of Long-Term Care's Family Support and Action Line continues to be available to residents, families, staff, and the general public to get information, raise concerns, or even just have a chat. The phone number is 1-866-434-0144 and the line is available between 8:30 am and 7:00 pm, seven days a week.

I want to express my thanks to the Patient Ombudsman for sharing with us concerns they have received about the impact of COVID-19 on long-term care homes. I encourage concerned Ontarians to contact the Patient Ombudsman through their central phone line at 1-888-321-0339 or via their [online form](#).

Long-term care touches us all. The devastating impact of the COVID-19 pandemic is being felt by us here in Ontario and around the world. Every option to support our long-term care residents, staff, and communities is on the table. We must do everything possible to fix our current long-term care situation and look ahead to a brighter way forward.

With you,



Dr. Merrilee Fullerton  
Minister of Long-Term Care



## **Ontario Takes Steps to Better Protect Long-Term Care Residents and Staff During the COVID-19 Outbreak**

May 13, 2020 7:00 A.M.

TORONTO — The Ontario government has adopted an emergency order allowing the province to issue a mandatory management order for a long-term care home struggling to deal with a COVID-19 outbreak. This order would support the use of rapid, immediate and effective management alternatives to protect residents and staff within a home. The manager could be any person, including a corporation or a hospital.

"We are doing everything we can to fortify the iron ring of protection around our long-term care residents and the heroic frontline staff who care for them," said Premier Doug Ford. "By taking this step, we will be better prepared to immediately swing into action if a home is struggling to contain this deadly virus."

A long-term care home may require management assistance if they face challenges like a high number of cases among residents or staff, a high number of deaths, an outbreak that has not yet been resolved, significant staffing issues or outstanding requirements from infection prevention and control assessments. Decisions regarding when and where to assign additional management support will be made on a case-by-case basis.

"We are incredibly grateful to long-term care operators across the province who are working tirelessly each day to contain COVID-19 outbreaks," said Dr. Merrilee Fullerton, Minister of Long-Term Care. "This is another step we are taking to ensure homes are provided with the support they need at this challenging time to maintain the quality of care our residents deserve."

On April 15, 2020, the government announced a COVID-19 Action Plan for Long-Term Care Homes to help prevent the spread of the virus by focusing on additional testing, containment, addressing staffing challenges and securing personal protective equipment.

The province also adopted several emergency orders restricting the movement of staff between multiple homes; enabling the implementation of pandemic premium pay for LTC staff; and enabling the deployment of hospital staff to address staffing shortages and the use of Infection Prevention and Control teams.

In addition, Canadian Armed Forces personnel have been deployed into five long-term care homes to provide support where significant staffing shortages are occurring.

## LEARN MORE

- Visit Ontario's [website](#) to learn more about how the province continues to protect Ontarians from COVID-19.
- The [COVID-19 Action Plan: Long-Term Care Homes](#) outlines the steps that the government is taking to protect residents and staff in long-term care homes.
- [Emergency information and orders](#)
- For public inquiries, call ServiceOntario at 1-866-532-3161 (toll-free in Ontario only).

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**Ivana Yelich** Premier's Office

Ivana.Yelich@ontario.ca

**Gillian Sloggett** Office of the Minister of Long-Term Care

gillian.sloggett@ontario.ca

**[Available Online](#)**  
**[Disponible en Français](#)**



## Ontario Announces Independent Commission into Long-Term Care

*Government commits to improving system following COVID-19 outbreak*

May 19, 2020 9:00 A.M.

TORONTO — Today, Dr. Merrilee Fullerton, Minister of Long-Term Care, issued the following statement in response to the impact of COVID-19 in Ontario's long-term care homes: "Our government has been clear that we will review the long-term care system to get a better understanding of the impacts and responses to the COVID-19 outbreak.

Today, I am announcing that we will be launching an independent commission into Ontario's long-term care system beginning in September.

Over the next several months, our government will be finalizing details of the commission including terms of reference, membership, leadership of the commission and reporting timelines.

We have been clear the long-term care system in Ontario is broken. We must act quickly and decisively, and that is why an independent non-partisan commission is the best way to conduct a thorough and expedited review.

As we all take steps to contain this pandemic, the Commission will get down to work and provide us with guidance on how to improve the long-term care system and better protect residents and staff from any future outbreaks.

Since day one of COVID-19, our top priority has been to protect the health and safety of all Ontarians. That includes the most vulnerable members of our society like residents in long-term care.

Our government offers our condolences to the families who lost a loved one to COVID-19 while residing in a long-term care home.

Ontarians need and deserve answers, and let me assure you, they will get them."

**Mark Nesbitt** Ministry of Long-Term Care  
MLTC.Media@ontario.ca  
647-302-8450

**Gillian Sloggett** Office of the Minister of Long-Term Care  
Gillian.Sloggett@ontario.ca  
437-246-4495

[Available Online](#)  
[Disponible en Français](#)

May 7, 2020

Dear Long-Term Care Home Licensees:

**Re: Additional COVID Prevention and Containment Funding**

This letter is further to the recent letter from the Honourable Dr. Merrilee Fullerton, Minister of Long-Term Care, informing you that the Ministry of Long-Term Care (“the Ministry”) will be providing additional one-time emergency funding to the long-term care home (LTC) sector of up to \$88,340,000 to support the efforts in preventing and containing the spread of COVID-19.

The initial disbursement of up to \$34,838,200 for May 2020 will be flowed to homes as outlined below. I would like to offer my sincere appreciation to the representatives from AdvantAge Ontario and the Ontario Long-Term Care Association for their input in informing the allocation process.

- Every LTC home will receive a base allocation of \$12,000 and \$200 per bed to support the necessary incremental expenditures of long-term care homes to prevent and contain COVID-19.
- Small and medium homes with B, C and/or D beds will receive additional funding of \$15,000 (for small homes – with 96 beds or fewer) or \$10,000 (for medium homes – with between 97 and 160 beds, inclusive) per home respectively. This is intended to provide further support to homes that are facing greater prevention and containment challenges due to the older physical structure and living spaces within the homes.
- Homes with COVID-19 infection are expected to incur more costs as more efforts are needed for further prevention and containment, and in recognition of this, these homes will receive an additional allocation of \$10,000 per home and \$200 per bed. This adjustment applies to all homes with infections reported or resolved as of April 30<sup>th</sup>, 2020. Homes with infection after this date will be addressed in the next tranche of funding. The additional per bed allocation applies to all beds in operation.

Please review the Appendix: Additional Emergency COVID-19 Prevention and Containment Funding Summary to identify the estimated allocation for your home.

This funding will be provided to eligible licensees that are party to a Letter of Agreement for Ministry Direct Funding to Long-Term Care Homes (Direct Funding Agreement, or DFA) with the Ministry. This letter sets out the applicable Ministry policy with respect to this transfer payment funding program for the purposes of Schedule A of the DFA.

.../2

Eligible expenses may include operating expenses incurred as a result of COVID-19, such as increased extraordinary costs associated with:

- Providing immediate 24/7 health screening to ensure staff and visitors are not ill when entering the building, and to screen residents on an ongoing basis to provide early containment of any new infections.
- Prevention and containment activities, through hiring new staff to carry-out the added workload for essential services and/or replacing workers who are sick or in isolation.
- Staffing recruitment and retention strategies (e.g. over-time pay, additional costs of converting part-time staff to full-time, costs of back-filling staff on sick leave).
- Cleaning, equipment, and operating supplies beyond typical levels.
- Implementing infection control measures based on clinical evidence, advice by a physician or other regulated health practitioners with expertise in infection control.
- Supporting virtual care and services for residents and staff.
- Providing hotel or other accommodation to some staff to assist them in reducing travel or exposure to families.
- Any other incremental expenditures required for the rapid response to prevent and contain COVID-19 in a long-term care home.

This additional funding is intended to financially support the necessary incremental expenditures and provide flexibility to prevent and contain COVID-19 and **is not limited to specific expenditure categories.**

We recognize that actual expenditures will vary across homes depending on a variety of local circumstances and the nature of the spread of the virus. This funding will be reconciled through a separate line in Section I Part A of the LTCH Annual Report at the end of the applicable year, in accordance with the terms and conditions set out in this letter and the LTCH Annual Report Technical Instructions and Guidelines. We will also consult with your representatives and provide further directions on any in-year reporting that may be required to support the allocation process to ensure that funding is provided in accordance with need and other accountability requirements.

The disbursement of the remaining investment will be communicated at a later date upon further consultations with the associations. At this time, we anticipate a further instalment will be processed for June 2020.

If you have any questions or require further information, please contact the ministry by e-mail at [LTC.Info@ontario.ca](mailto:LTC.Info@ontario.ca).

Thank you for your continued service and dedication, particularly during this unprecedented time as we work together to implement enhanced measures to prevent and contain the spread of COVID-19 in long-term care homes.

Sincerely,



Janet Hope  
Assistant Deputy Minister  
Long-Term Care Policy Division  
Ministry of Long-Term Care

Enclosure

c:

Mr. Richard Steele, Deputy Minister, Ministry of Long-Term Care

Mr. Peter Kaftarian, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services

Mr. Brian Pollard, Assistant Deputy Minister, Long-Term Care Operations Division

Mr. Jim Yuill, Director, Corporate Services

Mr. Michael Robertson, Director, Public Inquiries Branch, Long-Term Care Policy Division

Mr. William Hatanaka, Board Chair, Ontario Health

Ms. Donna Duncan, Chief Executive Officer, Ontario Long-Term Care Home Association

Ms. Lisa Levin, Chief Executive Officer, AdvantAge Ontario

**Social Services Department Report**  
**Presented by Ms. Laura LePine, Director of Social Services**

Members of County Council:

**INFORMATION**

1. Social Services Relief Funding Allocation

In cooperation with the Province of Ontario, grant funding, which is being provided by the Social Services Relief Funding, is being made available to establish community gardens within Renfrew County. Applications are currently being accepted for funding requests to allow individuals and families to grow fresh, affordable healthy produce. The criteria to apply for community gardens continues to focus on support for the many residents of the County that are deeply impacted by the pressures of COVID-19 and must ensure that physical distancing is enforced during the project and that participants do not gather in groups of more than five people.

2. City of Kitchener Resolution for Establishment of Universal Basic Income

Tabled is a resolution received from the City of Kitchener requesting that the Ontario Provincial government pursue a partnership with the Federal government to establish a universal basic income which would aid in reducing poverty, reducing strain on health care and social assistance systems, supporting businesses and the economy, reducing crime as well as reducing administrative complexity and creating efficiencies for those in need of financial and economic support measures.

3. Renfrew County Housing Corporation Update

(a) COVID-19 Update/Community Outreach

The Renfrew County Housing Corporation (RCHC) offices located in Pembroke, Renfrew and Arnprior remain closed to the public. Staff are present in the office and are providing essential services during our normal hours of business while assisting to maintain regular administrative operations. Although offices are not open to the public, staff are available to the public by phone and email to assist as necessary.

Staff has been reaching out on a regular basis to every RCHC household to check on tenant needs and well-being so that they can connect tenants to vital services in the community to meet their needs. Many tenants are very appreciative of the call and welcome the conversation. As well, the tabled notice was distributed to tenants providing information on COVID-19 support and financial support services that are available.

(b) Maintenance

Staff are now proceeding to fill vacant units as they are made ready for occupancy. Using safe working methods, staff are preparing vacant units that can be turned over for new occupancy without involving several outside contractors.

RCHC advised potential bidders of our intent to proceed with the 2020 capital works plan. This includes jobs that we do not tender, but obtain quotes for. We are hoping this puts us in a queue for our jobs to be completed.

(c) Community Gardens

RCHC is in the process of establishing community gardens on their properties to encourage tenants to participate in growing their own food at no cost to them. This provides the tenants with access to fresh produce and an opportunity to be outside and physically active. RCHC will ensure social distancing measures are put in place to protect the tenants. A newsletter is being distributed that includes a request from tenants to find out their interest in becoming involved in a community garden.

4. Ontario Works Update

(a) Service Delivery

The majority of Ontario Works staff continue to process applications and benefits remotely, with a few staff working in office to answer telephones and print payments for clients. The application volume has levelled off since the Canada Emergency Response Benefit (CERB) became available; however, another spike in Ontario Works assistance applications is anticipated when CERB expires after four months. The following chart outlines the number of Ontario Works applications that have been processed since the start of the pandemic:

<b>Ontario Works Applications processed from March 17-May 14</b>	
Ongoing Ontario Works Assistance	118
Emergency Assistance Applications	97
Temporary Care Assistance Applications	3
<b>Total Applications</b>	<b>218</b>

The Homelessness Prevention Program (HPP) is administered in partnership between Renfrew County Housing Corporation and Ontario Works. Using provincial monies received through the Social Services Relief Fund, HPP was expanded to further assist vulnerable families by providing additional supports, and a greater funding level to help them through the state of emergency. Examples of support include fuel arrears, appliances, hardship (motel stay for homeless individuals, COVID-19 expenses, etc.),

hydro arrears, last month rent deposit, rental arrears. A total of \$42,679.58 has been issued to date with a total number of 86 individuals/families supported.

The gift cards for groceries and supplies donated by the Rotary Club provided numerous families with additional support during this difficult time. The supply of donated gift cards has been exhausted, so additional gift cards have been purchased through our Homelessness Prevention Program to meet this ongoing community need. The office has issued 229 gift cards to community members to date.

The Ministry of Children, Community and Social Services has extended the temporary waiver of wet signatures, income reporting requirements, file suspensions, and participation requirements. This will ensure the continuity of benefits to clients and allow offices to remain focussed on critical services. In addition, the discretionary emergency benefit (\$100 for singles; \$200 for families) which was initially rolled out as a one-time benefit to assist social assistance clients with COVID-19 related expenses, was extended for a three-month period. Recipients of Ontario Works and Ontario Disability Support Program who requested this benefit in March or April will automatically receive this benefit monthly in May, June and July 2020. New requests for this benefit will be processed as an ongoing benefit for the three months.

(b) Ministry of Children, Community and Social Services Financial Flexibility Measures

Tabled is a memo from the Ministry dated May 13, 2020 outlining flexibility being extended to municipal delivery partners during the state of emergency around financial reporting and budgets. The following is a summary of the changes:

- The Ministry is allowing 2020 Ontario Works expenditures to exceed 2018 actuals for those costs directly related to COVID-19 only. These costs may include personal protective equipment for front-line staff, necessary office modifications (e.g. plexiglass guards and other measures to ensure physical distancing), technology to better support staff working virtually, additional cleaning costs, and staffing (e.g. overtime/new hires).
- Potential provincial recoveries for under-achieving of employment outcome targets will be waived during the 2019-2020 business cycle.
- The employment services transformation and budget reduction for the prototype regions is being delayed until 2021. The nine Ontario Works delivery offices who were facing a 22% budget reduction this year will not see this decrease until 2021.
- Implementation of the Transfer Payment Ontario (TPON) platform to support the Ontario Works service contracting process has been put on hold.
- Financial reporting has been deferred to the fall of 2020, and flexibility has been extended around the timelines/supporting documentation required for the subsidy claim process.

## 5. Child Care and Early Years Update

### (a) Emergency Child Care

On March 17, 2020, the Premier of Ontario declared a state of emergency, and ordered the closure of all licensed child care centres and all facilities providing indoor recreational programs (including EarlyON Child and Family Centres). Since that time the Ministry of Education has worked with municipalities to open licensed child care centres for emergency child care, free of charge, for those deemed as essential workers.

To date, two child care operators in the County of Renfrew continue to provide emergency child care. Cathedral's Garden Child Care Centre, Pembroke, Ontario opened on April 14, 2020, and is licensed to provide care for up to five kindergarten and/or school age children. Child's Paradise Day Care Centre, Renfrew, Ontario opened on Tuesday, April 21, 2020, and is licensed to provide care for up to ten toddler to school age children.

Petawawa Military Family Resource Centre (PMFRC) South Side Casual Care has advised the Ministry of Education of their plans to provide emergency child care to military families, with the anticipated start date of May 25, 2020. This centre will be licensed to provide care to up to eight children mixed age group.

Deep River Nursery School has advised the Ministry of Education of their plans to provide emergency child care, with the anticipated opening date of June 1, 2020. This centre will be licensed to provide care for up to five kindergarten and/or school age children.

The Child Care and Early Years Division continues to work with licensed child care operators to support their movement towards opening for emergency child care.

### (b) Licensed Child Care Survey

Tabled is the summary for the Essential Child Care Survey as of May 14, 2020. The total responses to date is 176 with the highest needs for emergency child care residing in Petawawa and Pembroke.

### (c) Child Care and EarlyON Sector Funding – COVID-19 Outbreak

Tabled is a memorandum received from the Ministry of Education on May 11, 2020 regarding Child Care and EarlyON Sector Funding – COVID Outbreak.

A new provincial child care sustainability funding approach is being rolled out by the Ministry of Education in May 2020. The objective of the funding approach during the



closure period of licensed child care programs and EarlyON Centres is to support financial sustainability and ensure that child care and early years operators are utilizing all provincial and federal funding supports available. The Ministry of Education has released a funding template to be completed by all Municipal Service Managers outlining the necessary funds required to sustain and support child care and early years' operators during the period of closure. Further details on this plan are being reviewed by the Ministry of Education and will be released shortly.

(d) EarlyON Newsletter

Tabled is an EarlyON newsletter outlining the EarlyON program contact information and program opportunities for families during COVID-19.



JEFF BUNN  
Manager, Council & Committee Services & Deputy City Clerk  
Finance & Corporate Services Department  
Kitchener City Hall, 2<sup>nd</sup> Floor  
200 King Street West, P.O. Box 1118  
Kitchener, ON N2G 4G7  
Phone: 519.741.2200 x 7278 Fax: 519.741.2705  
[jeff.bunn@kitchener.ca](mailto:jeff.bunn@kitchener.ca)  
TTY: 519-741-2385

May 15, 2020

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

Dear Prime Minister Trudeau:

This is to advise that City Council, at a special electronic meeting held on May 11, 2020, passed the following resolution regarding universal basic income:

"WHEREAS The World Health Organization (WHO) on March 11, 2020 declared COVID-19 a pandemic, pointing to the growing number of cases of the coronavirus illness around the world and the sustained risk of further global spread; and,

WHEREAS in response to the COVID-19 pandemic, the Province of Ontario and the City of Kitchener have declared a state of emergency under the Emergency Management and Civil Protection Act; and,

WHEREAS the City of Kitchener has approved the Early Economic Support Plan, which provides financial and economic support measures to help reduce the financial strain on citizens and businesses during the COVID-19 pandemic; and,

WHEREAS Statistics Canada has reported that the unemployment rate has risen to 7.8 per cent, with 1,011,000 jobs lost in March 2020, and that the COVID-19 pandemic has impacted the employment of 3.1 million Canadians; and,

WHEREAS the Federal government has announced \$82 billion in relief funding for the COVID-19 Economic Response Plan, utilizing tax deferrals, subsidies, loans, and credits to support citizens, businesses, and industries; and,

WHEREAS according to a 2018 Parliamentary Budget Office report, a Canada-wide basic income of the type previously piloted in Ontario would have an annual net cost of \$44 billion; and,

WHEREAS a universal basic income would likely have many positive effects, including reducing poverty, reducing strain on health care and social assistance systems, supporting businesses and the economy, reducing crime, as well as reducing administrative complexity and creating efficiencies for those in need of financial and economic support measures;

THEREFORE BE IT RESOLVED that the Council of the City of Kitchener urges the Ontario Provincial government to pursue a partnership with the Federal government for the establishment of a universal basic income;

BE IT FINALLY RESOLVED that this resolution be forwarded to the Right Honourable Prime Minister of Canada; the Honourable Premier of Ontario; the Minister of Children, Community and Social Services; the Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario; the Local Members of Provincial Parliament; the Region of Waterloo; all Municipalities within the Province of Ontario; and, the Federation of Canadian Municipalities.”

Yours truly,



J. Bunn  
Manager, Council & Committee Services/  
Deputy City Clerk

- c. Honourable, Doug Ford, Premier  
Honourable Amy Fee, M.P.P.  
Honourable Belinda Karahalios, M.P.P.  
Honourable Catherine Fife, M.P.P.  
Honourable Laura Mae Lindo, M.P.P.  
Honourable Mike Harris, M.P.P.  
Honourable Todd Smith, Minister of Children, Community & Social Services  
Honourable Steve Clark, Minister of Municipal Affairs and Housing  
Monika Turner, Association of Municipalities of Ontario  
Kris Fletcher, Regional Clerk, Region of Waterloo  
Bill Karsten, Federation of Canadian Municipalities  
Ashley Sage, Clerk, Township of North Dumfries  
Danielle Manton, City Clerk, City of Cambridge  
Dawn Mittelholtz, Director of Information and Legislative Services / Municipal Clerk, Township of Wilmot  
Grace Kosch, Clerk, Township of Wellesley  
Olga Smith, City Clerk, City of Waterloo  
Val Hummel, Director of Corporate Services/Clerk, Township of Woolwich  
All Ontario Municipalities

For Emergencies Please Call 911

# COVID-19

## Support Services

Working together to help seniors and adults living with disabilities

Serving Eastern Ontario: Ottawa, Renfrew County, and Eastern Counties

Community Support Services in Renfrew County help older adults during this difficult time. For details on services available, you can call the Community Support Service nearest you (Monday-Friday):

- Arnprior: 613-623-7981
- Barry’s Bay: 613-754-2772
- Calabogie: 613-752-2828
- Deep River: 613-584-1900
- Eganville: 613-628-2354
- Renfrew: 613-432-7691
- Pembroke (Carefor): 613-732-9993

For **online** access to Community Support Services near you, including **Grocery Delivery, Essential Transportation, Meal Delivery and Telephone Assurance**, use this link:

<https://communitysupport.covidresponse.ca/>

If you are lonely and needing to talk, you can call “**A Friendly Voice**” (8 a.m. – midnight) a toll-free phone line for seniors feeling isolated: 1-855-892-9992.

**211** operates 24 hours a day, seven days a week, and is committed to supporting communities throughout Ontario during the COVID 19 pandemic with referrals to a broad range of services. If your needs extend beyond the scope of community support services, consider dialing 211 for assistance.

### Air Conditioners

Due to COVID-19, written permission to install an air conditioner is not required for 2020. No AC over 10,000 BTU capacity can be installed. AC cannot be installed over a walkway. Follow all previous AC instructions and if you are not sure call the office. Notify the office if you are installing an air conditioner. RCHC will be checking for air conditioners. A \$50 charge will be applied to your account.

Air conditioners **must** be removed from windows by **October 31st each year**.

For ODSP recipients, once an A/C fee is paid take your receipt to your ODSP caseworker to discuss reimbursement.



### Financial Support Available

**CERB – Canada Emergency Response Benefit**  
Financial assistance to workers who have lost employment due to COVID-19. Persons in receipt of OW/ODSP must report CERB income to their caseworker.  
**To Apply:** 1-800-959-2019 or 1-800-959-2041  
**For Answers to common questions:** 1-833-966-2099 or to **Speak with an Agent:** 1-800-959-8281  
**Website:** [www.canada.ca](http://www.canada.ca)

**Support for Parents**  
One-time payment for parents with children aged 12 and under to assist with schooling from home costs. If parents have previously registered for support for parents offered by Ontario government due to education strikes they will be automatically registered for this payment.  
**Apply online or by telephone:** 1-888-444-3770  
**Website:** <https://www.iaccess.gov.on.ca/ParentAppWeb/parentapp/index.xhtml>

**Canada Child Benefit (CCB) Payment**  
Monthly payment for parent(s). May CCB payment will include one-time increase. No application required. The one-time increased payment will be issued if parent is already in receipt of CCB. Eligibility is based on tax return information - taxes must be up to date.  
**Phone:** 1-800-387-1193 **Website:** [www.canada.ca](http://www.canada.ca)

**GST Payment**  
One-time increase to GST credit for eligible persons. No application required. Eligibility is based on 2018 tax return information. Taxes must be filed up to date. Increase/additional Payment was issued on April 9<sup>th</sup>.  
**Phone:** 1-800-387-1193 **Website:** [www.canada.ca](http://www.canada.ca)

**Ontario Guaranteed Annual Income System (GAINS)**  
Increased GAINS payment for six months starting with payment April 24<sup>th</sup>. No application required. Increase will occur automatically for those in receipt of GAINS.  
**Phone:** 1-877-627-6645  
**Website:** <https://www.ontario.ca/page/guaranteed-annual-income-system-payments-seniors>



**Reminder!**

If your income changes, please notify the RCHC Office right away.



**HOW TO REACH US** • All County of Renfrew buildings are only open for contact via telephone and email. You can reach us at:

Arnprior — Phone: 613-623-7951; Email: [ArnpriorRCHC@countyofrenfrew.on.ca](mailto:ArnpriorRCHC@countyofrenfrew.on.ca)

Renfrew — Phone: 613-432-3679 or Toll Free: 1-855-432-6450

Email: [RenfrewRCHC@countyofrenfrew.on.ca](mailto:RenfrewRCHC@countyofrenfrew.on.ca)

Pembroke — Phone: 613-735-0782 or Toll Free: 1-888-256-0063

Email: [PembrokeRCHC@countyofrenfrew.on.ca](mailto:PembrokeRCHC@countyofrenfrew.on.ca)



**DO NOT  
DISCARD  
TRASH IN  
TOILET  
USE PROPER  
RECEPTACLE**

# TALKING TO YOUR FRIENDS & FAMILY ABOUT COVID-19

Friends and members of your family may be turning to you for information about COVID-19.

**Here is what you can say:**

## STAY INFORMED

Use trusted sources for the most up-to-date information:

**i** Renfrew County and District Health Unit  
[www.rcdhu.com](http://www.rcdhu.com)

**i** Government of Ontario  
[covid-19.ontario.ca](http://covid-19.ontario.ca)

**i** Public Health Agency of Canada  
[www.canada.ca/en/public-health](http://www.canada.ca/en/public-health)

**i** World Health Organizations  
[www.who.in](http://www.who.in)

## PRACTICE GOOD HYGIENE

Wash your hands thoroughly and often with soap and water

Use hand sanitizer after touching surfaces

Avoid touching your face

Cover your mouth and nose when coughing or sneezing

Avoid contact with others and stay home

## AVOID CONTACT WITH OTHERS

Stay home, self isolate, only leave for absolute essentials



No visitors unless essential (e.g. care providers)



Stay away from seniors and people with chronic medical conditions (e.g. diabetes, lung problems, immune deficiency)



As much as possible, stay in a separate room away from other people in your home and use a separate bathroom if you have one



Make sure that shared rooms have good airflow (e.g. open windows)



If these steps are not possible, keep a distance of at least two metres from others at all times

## FOLLOW PROPER PROCEDURES

If you or someone in your close contacts are suspected to have COVID-19, follow the proper procedures:



Complete the **COVID-19** Self Assessment found **online** <http://covid-19.ontario.ca/self-assessment>

Contact Public Health 613-735-8654

Call your family physician's office



If you do not have a family physician or cannot access your family physician, call the Renfrew County Virtual Triage and Assessment Centre at 1-844-727-6404.

## KNOW THE SIGNS AND SYMPTOMS

Symptoms range from mild to severe. The most common symptoms include but are not limited to:



Fever



Cough



Difficulty breathing



Sore throat



Runny nose



**RC VTAC**  
Renfrew County Virtual Triage and Assessment Centre



**County of  
Renfrew**  
Ontario, Canada

[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

Adapted from:  
**fraserhealth**

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Social Assistance Operations Division  
Social Assistance Performance and Accountability Branch  
Director's Office  
2 Bloor Street West, 25<sup>th</sup> Floor  
Toronto, Ontario M7A 1E9  
Tel: (416) 212-1246

May 13, 2020

**MEMORANDUM TO:** Ontario Works Administrators  
- CMSMs/DSSABs

**FROM:** Patti Redmond  
Director  
Social Assistance Service Delivery Branch  
  
Jeff Bowen  
Director  
Social Assistance Performance and Accountability Branch

**SUBJECT: Ontario Works Financial Flexibility Measures**

---

In addition to the financial measures communicated on March 26, 2020, the ministry is providing further clarification, in relation to Ontario Works program delivery funding and financial assistance, to ensure work efforts are focused on service delivery while reducing the risk of staff exposure to COVID-19 during the provincial state of emergency that began March 17, 2020.

The state of emergency has resulted in the closure of all non-essential businesses in Ontario, resulting in a high increase in unemployment support. Coupled with efforts to contain the spread of COVID-19 by physically distancing staff, including increased demand on day-to-day administration of social assistance, special considerations were made regarding approaches on performance management and financial oversight.

To that end, the ministry is advising of the following measures:

## **Program Delivery Funding**

### **Fiscal Accountability**

We understand that holding delivery partners to their 2018 funding levels during the COVID-19 outbreak could be hard to do and so the ministry will allow funding increases in the 2020 contracting period, to support additional COVID-19 related expenditures. To ensure appropriate use of funding, delivery partners must track COVID-19 related expenditures separately, for reporting to the ministry by the fall of 2020.

The ministry is defining additional COVID-19 related expenditures, in relation to Ontario Works service delivery and recent policy changes to include those related to:

- Purchasing additional goods or services (non-capital in nature) to protect front-line staff;
- Providing funds to other local service providers, at risk of suspending operations and to maintain operations; and
- Dealing with an influx of clients accessing both Ontario Works and Emergency Assistance funding, as announced recently that will require extraordinary administrative needs (e.g. staff hires/overtime).

Further information will become available on administrative relief, in recognition of the impact of the COVID-19 outbreak on social assistance delivery. In the meantime, delivery partners should connect with their Program Supervisors for adjustments to their monthly PDF flow, if they are experiencing pressures due to COVID-19.

### **Year-To-Date Reporting**

In recognition of current workload impacts on staff the ministry has already communicated an extension for submitting 2019 year-end reports. Given that the ministry is moving to a semi-annual reporting process, starting in 2020, year-to-date actuals will be due in the Fall of 2020. The exact timing of year-end reporting for 2019 and 2020 interim actuals will be communicated when normal business operations resume.

### **Achieving Employment Outcomes**

Recognizing the current shift in performance priorities, the ministry will allow flexibility when assessing under-achievement of outcomes for the current two-year business cycle (2019 and 2020 contracting period). This will allow delivery partners to focus on service delivery priorities and potential increases in service demands.

### **Employment Services Transformation (EST) Transfer**

With the EST communication, dated March 30, 2020, regarding the extension of the transition period (from April 1 to December 31, 2020), delivery responsibility and funding will be retained

by the nine (9) EST Ontario Works municipal delivery partners. Like non-EST municipal delivery partners, EST sites funding will be held to 2018 actuals for the 2020 contracting period, with the ability to spend above this amount to address any COVID-19 related pressures. Starting on January 1, 2021, a 22 per cent funding transfer will be applied to 2021 baselines to support the integration of employment services and committed funding transfer to Ministry of Labour, Training, and Skills Development. The exact funding transfer amount has been previously communicated to the nine impacted municipalities, which remains unchanged for 2021 contracting period.

### **Budget Submissions and TPON Implementation**

As you know, the ministry was preparing to adopt the enterprise-wide Transfer Payment Ontario (TPON) platform to support the Ontario Works service contracting process starting in 2020. However, this work is now on pause, which will further delay finalizing 2020 contracts. The ministry had previously communicated launching TPON in June for municipalities, however in recognition of current workload impacts on staff and the unknown state of emergency period, budget submissions will not be required for 2020. Contracting and TPON implementation details will be communicated by the ministry, in coming weeks.

## **Subsidy Claims**

### **Advances**

Service delivery partners experiencing cashflow difficulties due to increased financial assistance expenditures as a result of COVID-19 are encouraged to contact their Program Supervisor with a request to adjust their SAMS advance.

### **Timing for Submissions**

The ministry recognizes that service delivery partners' ability to meet the pre-established subsidy claim submission timelines may be impacted by decreased work capacity and/or increased workload due to COVID-19.

The ministry recommends that service delivery partners experiencing challenges impacting their ability to meet the established subsidy claim deadlines, contact their respective Program Supervisor. Based on an assessment, ministry staff can provide support by determining alternative scheduling; flexible deadlines can be recommended which still adhere to non-negotiable milestones (e.g. IFIS submission timing).

### **Requirements for Supporting Documentation**

Delivery Partners must track all expenditures managed outside of SAMS and provide the appropriate supporting documentation. Expenditures managed outside of SAMS are more time-intensive to reconcile. These adjustments need to identify the following: (1) the amount; (2) the benefit/recovery related to the adjustment; and (3) the clients served.



As much as possible, expenditures should be entered into SAMS. This method is the most effective as there is no need to provide supporting documentation and it reduces administrative reconciliation requirements.

For municipalities who are still unable to meet subsidy claim deadlines even after working with ministry financial staff to determine alternative submission timelines, the ministry proposes a temporary deferral of supporting documentation with subsidy claims.

Under this interim process all service delivery partner level adjustments will be accepted. Delivery partners would still be required to exercise diligence in the application of outside of SAMS expenditures; documentation to support the expenditures must still be collected. These documents must be submitted to the ministry at an agreed upon time in the future for a FULL reconciliation.

A detailed Q&A goes with this memorandum to guide interim strategies for **Program Delivery Funding** and **Subsidy Claims**.

Thank you,

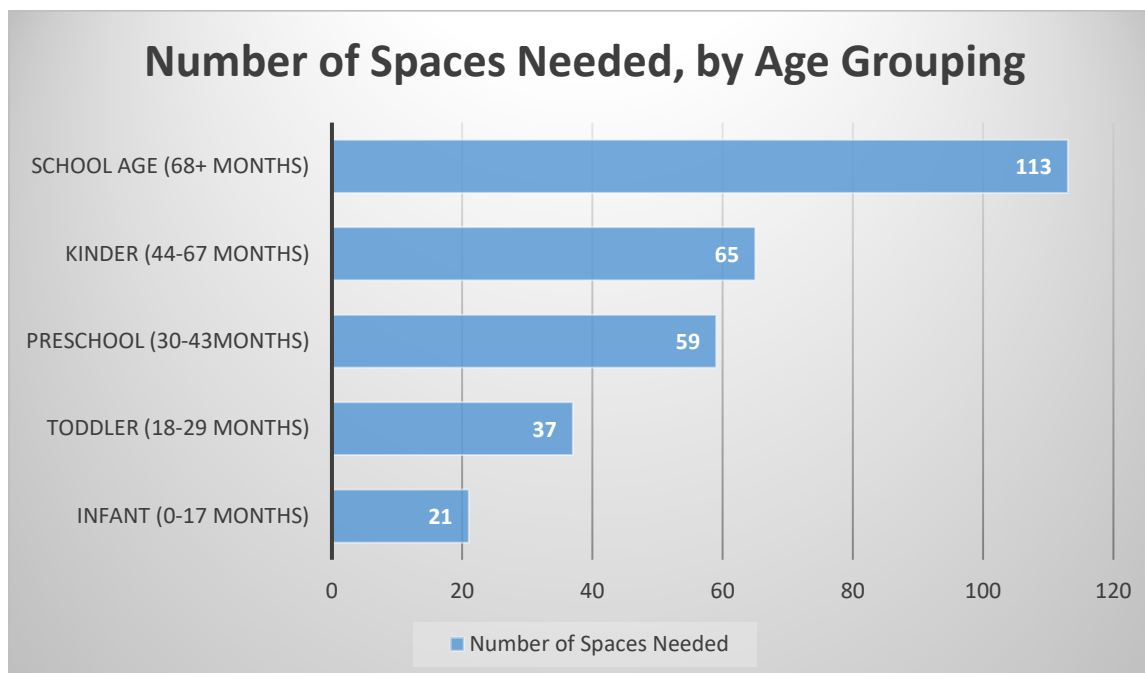
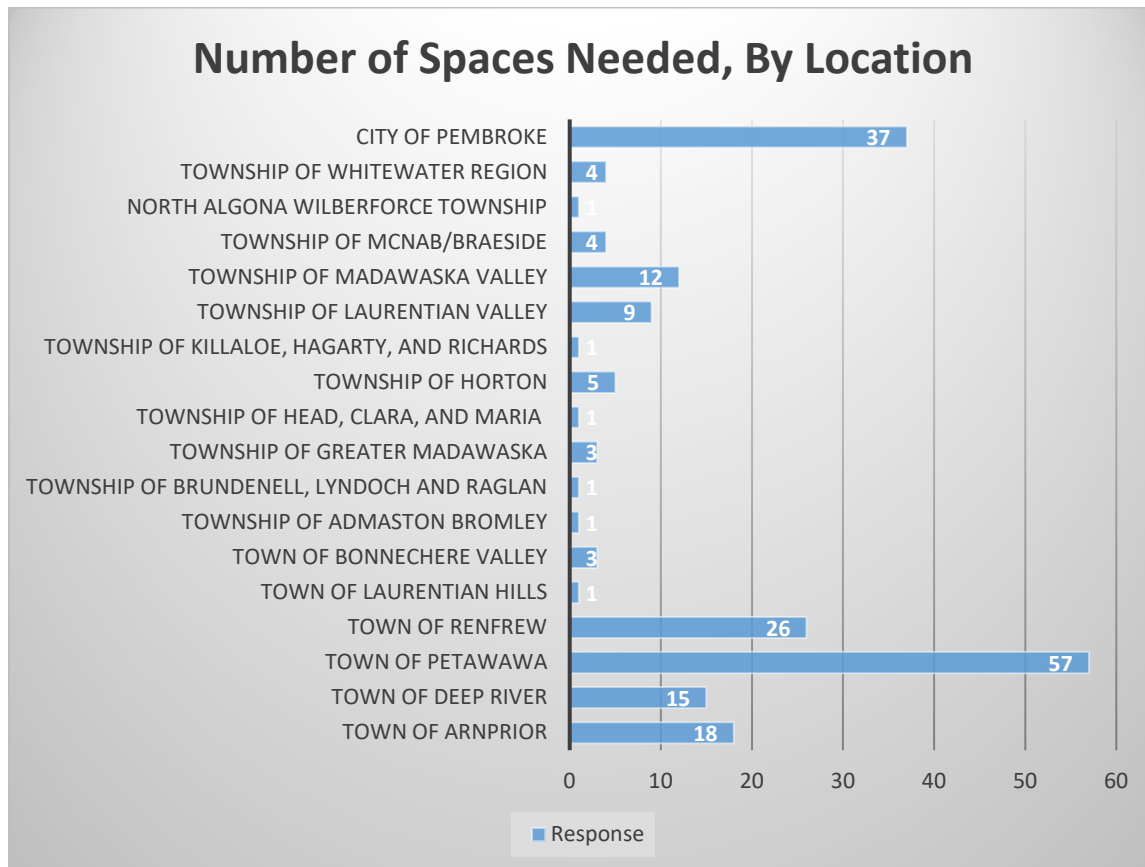
*Original signed by*

Patti Redmond, Jeff Bowen

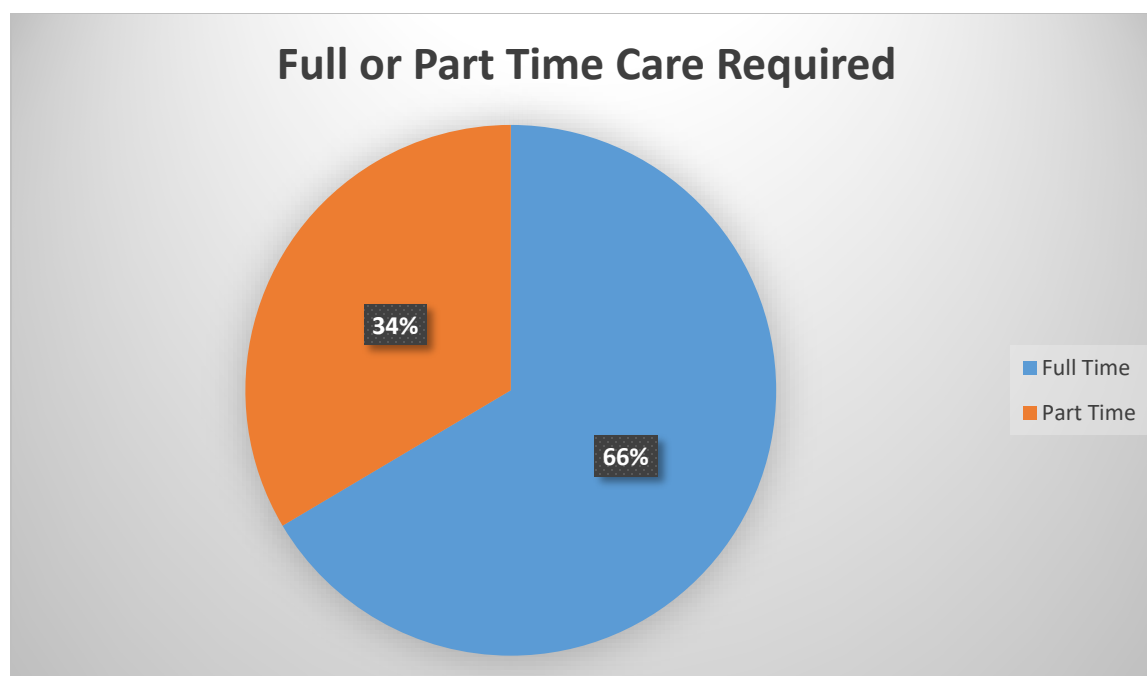
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## Essential Child Care Survey Summary

**Total Responses to Date:** 176 (as of 8AM May 14)



## Essential Child Care Survey Summary



### **Top Professions Reported (Primary Respondent)**

Profession	Number of responses
A regulated health care professional	79
An unregulated health care provider working in health care delivery, either directly or indirectly	19
Other- "retail/grocery"	10

Out of the 175 respondents, **131** reported an additional adult in the home, with **10** reporting they are also an essential worker.

### **Top Professions Reported (Other Adult in the Home)**

Profession	Number of responses
"Other" – Canadian Armed Forces	20
Federally employed staff including Royal Canadian Mounted Police (RCMP), Canada Border Services Agency (CBSA) officers and Canada Post employees	16
A regulated health care professional	15

**TO:** Consolidated Municipal Service Managers and District  
Social Service Administration Boards

**FROM:** Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** May 11, 2020

**SUBJECT:** Child Care & EarlyON Sector Funding – COVID Outbreak

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Thank you again for your continued partnership during this unprecedented, and evolving time.

We know that the COVID-19 outbreak is having significant impacts on families and on the child care sector. This memo sets out details of Ontario's child care sustainability funding approach. This funding approach will be in place during the closure period and will align with the timing of federal supports.

The objective of the funding approach during the closure period is to support financial sustainability across the child care sector, as we know that a stable and accessible child care system will be critical to Ontario's recovery following the COVID-19 outbreak. While our Child Care Funding Formula includes a variety of different funding lines, given the unprecedented times, and that child care services are not currently being provided, as well as the urgency of the situation, we have framed the supports into the two areas of operations: Fixed Overhead Costs and Salary and Wage supports.

## **Child Care Centres**

### ***Fixed Overhead Costs***

As part of the Federal COVID-19 Economic Response Plan, and in partnership with Ontario, the federal and provincial governments have announced the Ontario-Canada Emergency Commercial Rent Assistance Program (OCECRA). The federal government designed the program and program details are being finalized by the federal government. To receive more information, visit the Canadian Mortgage and

Housing Corporation's website and sign-up to receive additional details including when the application process opens:

<https://www.cmhc-schl.gc.ca/en/finance-and-investing/covid19-cecra-small-business>

Provincial funding will be provided by the Ministry of Education for eligible child care operators who benefit from the OCECRA to pay the tenant portion (25%) of rent as outlined in OCECRA. The other 12.5% of provincial funding for those that benefit from OCECRA will flow through the OCECRA process. Child care operators should work with their landlords to determine whether they will benefit from this program.

Please note that school boards will not be charging rent to child care or EarlyON centres located in schools that have closed until the end of the closure period. Child care and EarlyON centre staff will be permitted to enter schools during the closure period to obtain materials and other tools required to support the implementation of the sustainability plan.

Funding will also be provided for other eligible fixed monthly overhead costs, so centres are able to re-open operations following the conclusion of the state of emergency.

Provincial funding will be provided through CMSMs/DSSABs for child care operators that have a purchase of service agreement for general operating and/or fee subsidies. CMSMs/DSSABs will work directly with child care operators in their area to confirm the fixed overhead costs of operators and the applicable 25% tenant portion of rent under OCECRA. For further clarity, not having a purchase of service agreement is defined as not having a purchase of service agreement for general operating and/or fee subsidy funding with a CMSM/DSSAB.

The province will directly fund child care operators who do not have a purchase of service agreement. The Ministry will provide an application form as part of their application process.

### ***Salary and Wage Supports***

The federal government has announced supports for businesses and individuals related to COVID-19, including the Canada Emergency Wage Subsidy (CEWS) for businesses and the Canada Emergency Response Benefit for individuals.

For your ease of reference, below is a link to the federal government site that outlines all federal supports in Canada's COVID-19 Economic Response Plan:

<https://www.canada.ca/en/departement-finance/economic-response-plan.html>

All child care centres will be required to apply for Federal COVID-19 Economic Response Plan funding to support staffing costs retroactively to March 15, 2020.

We encourage child care operators to research and optimize these federal supports

for staff not working during the emergency closure period so that they are in a position to re-open following the conclusion of the declaration of emergency and to ensure staff are supported throughout the outbreak.

CMSMs/DSSABs that have committed to providing top-up funding for salaries and wages above the Canada Emergency Wage Subsidy will be required to use municipal funding.

In order to ensure no funding gaps before the Federal COVID-19 Economic Response Plan funding is provided, CMSMs/DSSAB's monthly cash flow will continue so that CMSMs/DSSABs are prepared to action Ontario's child care sustainability funding approach across the sector. Funding will be reconciled starting in August.

### **Home Child Care Providers**

While home child care providers are permitted to operate, the Ministry recognizes that many providers have closed or have seen a reduction in the number of children in their care as a result of COVID-19.

In addition to funding for emergency child care, the following Provincial funding will continue to flow through CMSMs/DSSABs for home child care:

- Base funding for licensed home child care agencies
- Wage enhancement grant funding for licensed home child care providers who have remained active
- Regular funding, including fee subsidy funding, for home child care operators who have continued to operate and serve families

The Province will provide funding to cover the fees for families that are eligible for emergency child care directly to licensed home child care agencies who do not have a purchase of service agreement with a CMSM/DSSAB for general operating/base funding for home child care and/or fee subsidy. The Ministry will provide an application form as part of their application process.

### **EarlyON Child and Family Centres**

While physical EarlyON Child and Family Centres are closed under an Emergency Order, many centres have continued to provide virtual programming. Provincial funding, including salaries and wages, will be provided for the days/hours worked.

EarlyON Child and Family Centres will also be supported through the Ontario-Canada Emergency Commercial Rent Assistance Program (OCECRA).

Provincial funding will be provided to service providers to pay the tenant portion (25%) of rent as outlined in OCECRA. Funding will also be provided for other eligible fixed monthly overhead costs, so centres are able to re-open operations following the conclusion of the state of emergency.

Operating funding for Indigenous-led, off-reserve programming and Special Needs Resourcing funding will continue to be provided for days/hours worked to provide service.

### **Next Steps**

A sample budget template is attached for ease of completion and to ensure consistency, where possible. Financial Analysts and Early Years Advisors at the Ministry will work with CMSMs/DSSABs on individual plans and the funding required during this period.

Municipal contributions represent an important component of funding to the early years and child care sector. In addition to ministry commitments outlined above and federal supports announced, we encourage CMSMs/DSSABs to maintain municipal contributions, where possible.

If CMSMs/DSSABs have or receive questions about issues with eligibility or other requirements, please reach out to your Financial Analyst and Early Years Advisor at the Ministry. We are committed to working with you throughout this period.

### **Additional Supports for Child Care Centres and Home Child Care Agencies**

The following changes have been made to provide additional supports to the child care sector during these unprecedented times:

- Licensing application, renewal and revision fees will be waived during the emergency closure period and for 60 days after the order is lifted.
- Licenses set to expire during the emergency closure period will be automatically extended by 6 months.
- The requirement to provide updated vulnerable sector checks and first aid training renewals for existing child care centre staff and home child care providers and their families will be extended during the mandatory closure period. During this time, child care providers will maintain strict health and safety measures as regulated by the *Child Care and Early Years Act, 2014*.

We are grateful for your partnership and look forward to our continued collaboration going forward. The Ministry continues to depend on service system managers, and your knowledge of the needs of your communities, to make decisions that best

support the early years and child care sector in your service areas. Please continue to let us know how we can support your efforts during this challenging time.

Thank you,

Shannon Fuller



# Local Support for Children and Families During COVID-19

May 2020



## EarlyON Sites and Current Activities:

### EarlyON Arnprior:

**Email Contact:** [oev.arn@hotmail.com](mailto:oev.arn@hotmail.com)

Current programming includes: Online live circle and story time, connection to online resources, science-based activities, and weekly craft bags for children (may be limited number). Also available for regular video and telephone chats with parents and families who are wanting to connect. Please follow them on Facebook at: search **EarlyOn – Arnprior Family Preschool Resource Centre** or <https://www.facebook.com/groups/346960589047/>

### EarlyON BIAK (Indigenous Teachings):

**Email Contact:** [n.ward@bell.net](mailto:n.ward@bell.net) or [liveloughlove.jl@hotmail.com](mailto:liveloughlove.jl@hotmail.com)

Current programming includes: regular posting of activities, story times, drumming circles, outdoor activity ideas about Mother Earth, and Indigenous teachings and language videos on social media. Please follow them on Facebook at: search **BIAK EarlyON Mobile Unit, Indigenous Teachings & Algonquin Language**

### EarlyON North Renfrew:

**Email Contact:** [lisa.cote@fcsrenfrew.on.ca](mailto:lisa.cote@fcsrenfrew.on.ca)

Current programming includes: live circle times that include songs and stories. Posting of online resources and supports. Weekly live video drop-in chats and telephone calls by request. Please follow them on Facebook at: search **North Renfrew EarlyON Child & Family Centre** or <https://www.facebook.com/NorthRenfrewEarlyON/>

## What is an EarlyON Child and Family Program?

Please be advised that although EarlyON program sites are closed at this time, they are offering a wide ranges of resources, activities, and **supports electronically and over the telephone.**

EarlyON Child and Family Centres offer **free programs** to parents/caregivers and their children from birth to six years of age. These centres welcome all families to participate in quality programs that

- help strengthen adult-child relationships,
- support parent education, and
- foster healthy child development.

Qualified professionals can help families and caregivers find support, get advice, make personal connections and access a network of resources.

*Continued on next page...*



## Current EarlyON Activities Continued:

### EarlyON Pembroke:

**Email Contact:** [earlyon.pembroke@fcsrenfrew.on.ca](mailto:earlyon.pembroke@fcsrenfrew.on.ca)

Current programming includes: Weekly take-home activity packs (may be a limited number), online circle time, connection to online resources, and are available for telephone chats with parents and families who are wanting to connect. Please follow them on Facebook at: search **EarlyON Child and Family Centre Pembroke (Ontario Early Years Centre)** or <https://www.facebook.com/groups/551155418341272/>

### EarlyON Petawawa Play Troop:

**Email contact:** [phdc.pmfrf@bellnet.ca](mailto:phdc.pmfrf@bellnet.ca)

Current programming includes: regular posting of activities, resources, recipes, as well as videos of story times and circles on social media. Craft and activity bags (may be a limited number) are being created and are provided for curbside pickup. An ongoing Prenatal nutrition group is actively maintaining a connection during the site closure. If you would like to schedule a telephone chat, please contact Angie at [phdc.pmfrf@bellnet.ca](mailto:phdc.pmfrf@bellnet.ca). Please follow them on Facebook at: search **Petawawa Military Family Resource Centre (PMFRC)** or <https://www.facebook.com/pmfrf/>

### EarlyON Renfrew:

**Email contact:** [crcren@bellnet.ca](mailto:crcren@bellnet.ca)

Current programming includes: ongoing activities, craft ideas, and resource videos posted on social media channels. Weekly craft and activity bags for children and families are available by delivery and pickup (may be a limited number). Available by email, phone, and video chats with parents and families by appointment. Please follow them on Facebook at: search **EarlyON Renfrew Child and Family Centre** or <https://www.facebook.com/earlyonrenfrew/>

### EarlyON Toy Bus:

**Email contact:** [toybus@crc-renfrewcounty.com](mailto:toybus@crc-renfrewcounty.com) or [info@crc-renfrewcounty.com](mailto:info@crc-renfrewcounty.com)

Current programming includes: Online live circle time, YouTube channel with fun videos and activities, online live 'Simon Says' puppet chat (partnered with the Phoenix Centre) to offer children emotional support, online live story time and singing. Available for telephone chats with parents and families who are wanting to connect. Follow them on Facebook at: search **Toy Bus** or <https://www.facebook.com/ToyBusPlayAndLearnGroups/>

### On y va Comte de Renfrew (Francophone):

**Email contact:** [lagarderielespetitesmains@gmail.com](mailto:lagarderielespetitesmains@gmail.com)

Current programming includes: regular posting of activities to do at home, storytelling videos, and links to local resources for families. Available for telephone chats with parents and families by appointment.

Please follow them on Facebook at: search **On y va** or

<https://www.facebook.com/onyvarenfrew/>

*Au centre On y va durant la pandémie nous offrons sur notre page Facebook une variété d'informations aux familles concernant: les activités à faire à la maison en confinement, histoires interactives, ressources disponibles dans la communauté pour les familles dans le besoin. Suivez-les sur Facebook à l'adresse suivante :*

**On y va** or <https://www.facebook.com/onyvarenfrew/>



## Additional Resources for Children and Families:

- **Leaders in the Early Childhood Education field, Dr. Jean Clinton and Ann Douglas**, offer an ongoing video series addressing how to support your children throughout the pandemic. Sample topics include: 'How to Talk to Your Children About the Pandemic' and 'Managing Fear'. Please follow the link to access the first episode: <https://www.youtube.com/watch?v=z1qqIGXUyTc>
- **Connecting and Coping through COVID: Getting to Better**, a video by Stephen De Groot and Dr. Jean Clinton. Please follow the link here: <https://www.facebook.com/GettingtoBetter/videos/651917832261682/>

- **AboutKidsHealth** © offers videos for children about:

### Nasal Swabbing:

[https://www.youtube.com/watch?v=HU8TX2eADJ4&list=PLjJtOP3StluU99GGMBBV2N\\_b2tsRwMx0m](https://www.youtube.com/watch?v=HU8TX2eADJ4&list=PLjJtOP3StluU99GGMBBV2N_b2tsRwMx0m)

### Personal Protective Equipment:

[https://www.youtube.com/watch?v=sNinywG7BtY&list=PLjJtOP3StluU99GGMBBV2N\\_b2tsRwMx0m&index=2](https://www.youtube.com/watch?v=sNinywG7BtY&list=PLjJtOP3StluU99GGMBBV2N_b2tsRwMx0m&index=2)

### Physical Distancing:

[https://www.youtube.com/watch?v=r51gYrDzpHQ&list=PLjJtOP3StluU99GGMBBV2N\\_b2tsRwMx0m&index=3](https://www.youtube.com/watch?v=r51gYrDzpHQ&list=PLjJtOP3StluU99GGMBBV2N_b2tsRwMx0m&index=3)

**COVID-19 HubPage:** <https://www.aboutkidshealth.ca/covid19>

- **Sesame Street** © offers videos and information for children related to COVID-19:

### Caring for Eachother:

<https://www.sesamestreet.org/caring>

**Sesame Street and Autism: Coping with COVID-19:** <https://autism.sesamestreet.org/coping-with-covid/>



**COUNTY OF RENFREW**

**BY-LAW NUMBER 75-20**

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL  
OF THE COUNTY OF RENFREW AT THE MEETING HELD  
ON MAY 27, 2020**

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WHEREAS Subsection 5(1) of the *Municipal Act, 2001, S.O. 2001, Chapter 25*, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the County of Renfrew at this meeting be confirmed and adopted by by-law;

THEREFORE the Council of the County of Renfrew enacts as follows:

1. The action of the Council of the County of Renfrew in respect of each motion and resolution passed and other action taken by the Council of the County of Renfrew at this meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. The Warden and the appropriate officials of the County of Renfrew are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the County of Renfrew referred to in the preceding section.
3. The Warden, and the Clerk, or in the absence of the Clerk the Deputy Clerk, are authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the County of Renfrew.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 27<sup>th</sup> day of May 2020.

READ a second time this 27<sup>th</sup> day of May 2020.

READ a third time and finally passed this 27<sup>th</sup> day of May 2020.

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DEBBIE ROBINSON, WARDEN

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PAUL V. MOREAU, CLERK