



COUNTY COUNCIL

9:00 A.M., WEDNESDAY, SEPTEMBER 30, 2020

AGENDA

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. Adoption of the Minutes of June 24, 2020 and August 26, 2020.
7. Warden's Address.
8. Delegations:
 - (a) Mr. Jim Pine, Co-Lead and Ms. Lisa Severson, Communications Director, Eastern Ontario Regional Network providing an update on EORN Phase One Broadband, EORN Cell Gap Project and 50/10 Mbps and 1 Gig analysis.
9. Correspondence.
10. Committee Reports:

	Page
(a) Social Services Committee	3
(b) Health Committee	16
(c) Operations Committee	77
(d) Development and Property Committee	178
(e) Finance and Administration Committee	234
11. By-laws:
 - (a) By-law 90-20 - A By-Law to Amend By-Law 85-10, being a By-Law to Govern the Proceedings of the Council and Committees of the County of Renfrew.
 - (b) By-law 89-20 - A By-Law to Provide for the Remuneration of Members of the Council of the County of Renfrew.

- (c) By-law 91-20 - A By-Law to Amend By-Law 63-20 to Regulate the Parking of Vehicles on or Adjacent to County Roadways.
 - (d) By-law 92-20 - A By-Law to Purchase Land -- County Structure C124 (Cameron Culvert).
 - (e) By-law 93-20 - A By-Law to Acquire Land -- County Road 65 (Centennial Lake Road).
 - (f) By-law 94-20 - A By-Law to Acquire Land -- County Road 508 (Calabogie Road).
 - (g) By-law 95-20 – A By-Law to Acquire Land County Road 653 (Chenau Road).
 - (h) By-law 96-20 - A By-Law to Enter into a Road Access Agreement with Zachary & Katherine Hamel (County Road 6 – Gillan Road).
- 12. Notice of Motions.
 - 13. Members' Written Motions – Motion from Councillor Love regarding County Council support for health care professionals, Madawaska Valley Health Team.
 - 14. New Business.
 - 15. Closed Meeting – None at time of mailing.
 - 16. Confirmatory By-law 97-20 - A By-law to confirm the Proceedings of the Council of the County of Renfrew at the Meeting held on September 30, 2020.
 - 17. Adjournment.

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

September 30, 2020

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

We, your **Social Services Committee**, wish to report and recommend as follows:

INFORMATION

1. RENTCafé Community Housing

Eligible Applicants on Waitlist as of July 31, 2020

2020 Community Housing Registry Waitlist Statistics as of July 31, 2020

Applicant	New Eligible Applications	Total Eligible Applications	Total # of Applicants	Eligible Transfer Applicants	Eligible SP Applicants
Senior	3	84	97	10	2
Adult	33	264	284	29	8
Family	29	175	109	23	27
TOTALS	65	523	490	62	37

Total Number of Applications as of July 31, 2020

Bedroom Size	Senior	Adult	Family
1	80	248	0
2	4	16	83
3	0	0	58
4	0	0	28
5	0	0	6
TOTALS	84	264	175

Total Number of Applicants as of July 31, 2020

Bedroom Size	Senior	Adult	Family	Dependants
1	89	261	0	0
2	8	23	96	78
3	0	0	67	75
4	0	0	33	84
5	0	0	9	22
TOTAL	97	284	205	259

2. **Ontario Works Caseload Statistics**

Month	2019 Total Caseload	2020 Total Caseload
January	1,331	1,273
February	1,302	1,287
March	1,319	1,327
April	1,331	1,344
May	1,341	1,268
June	1,299	1,199
July	1,246	1,160
August	1,227	n/a
September	1,175	n/a
October	1,214	n/a
November	1,231	n/a
December	1,230	n/a

Average caseload in 2020: 1,265

3. **City of Toronto Legal Challenge of the Amendments made under Bill 184, Section 83**

The amendments to Bill 184, Section 83 has passed and the City of Toronto is wanting to bring forward a legal challenge to these amendments.

Section 83 speaks to the requirement for the landlord to set up a repayment plan with the tenant when there are rental arrears before bringing the case to the Landlord and Tenant Board. There are concerns with the legal challenge as the situation in Renfrew County may not be the same as in urban areas such as the City of Toronto.

Staff are developing a position for the County of Renfrew in regards to the City of Toronto and their legal challenge of the amendments made under Bill 184, Section 83, and will bring the position forward for consideration.

4. **Renfrew County Housing Corporation (RCHC) COVID-19 Update**

Staff are present in the office and are providing services during normal hours of business while maintaining regular administrative operations. Contact is available by phone, email and depending on the situation by appointment. Maintenance staff continue to maintain buildings and properties with safety protocols and physical distancing to help reduce the risk of exposure for all.

Thanks to the United Way and the Renfrew County and District Health Unit, RCHC received 400 cloth masks and 1000 disposable masks for distribution to tenants to reduce the risk of transmission of COVID-19 when physical distancing and keeping a two-metres' distance from others is challenging or not possible.

5. **Hydro One Disconnection Ban Extended**

On July 31, 2020 the Ontario Energy Board removed the prohibition against the disconnection of residential customers for non-payment. Despite this, Hydro One has extended their disconnection ban until further notice. Hydro One has announced that they will work with customers to provide time to catch up on overdue accounts in order to maintain electricity service while customers remain at home during the pandemic.

6. **Pembroke Fire**

A fire occurred at a two-unit apartment building in the City of Pembroke in August 2020 resulting in the displacement of five tenants. The Canadian Red Cross provided assistance to families during the first 72 hours of this emergency. Ontario Works staff extended further support and arranged temporary shelter for residents through the Homelessness Prevention Program.

7. Federal Safe Restart Funding (SRF)

Tabled is a memo from the Ministry of Education that outlines the details of the Federal Safe Restart Funding. The County of Renfrew's allocation for the period from September 1 to December 31, 2020 is \$978,947.

8. Child Care Funding to Support Working Parents

Tabled is a news release in regards to an additional investment through the one-year Canada-Ontario Early Learning and Child Care Agreement. This funding will help licensed child care providers and EarlyON child and family centres.

RESOLUTIONS

9. Niagara Region Child Care Resolution

RESOLUTION NO. SS-CC-20-09-32

Moved by Chair

Seconded by Committee

THAT the Social Services Committee recommend that County Council support the resolution from the Niagara Region regarding Child Care to request the Government of Ontario to keep funding support for child care as a priority.

Background

Tabled is a resolution from Niagara Region regarding keeping Child Care funding a priority.

All of which is respectfully submitted.

James Brose, Chair

And Committee Members: D. Grills, K. Love, C. Regier, J. Reinwald, D. Robinson

TO: Consolidated Municipal Service Managers and District
Social Service Administration Boards

FROM: Shannon Fuller
Assistant Deputy Minister
Early Years and Child Care Division

DATE: August 14, 2020

SUBJECT: **Federal Safe Restart Funding (SRF) – September Reopening Plan**

The purpose of this memo is to provide details on the federal Safe Restart Funding (SRF) that supports a shared commitment by the Ontario and Federal governments to ensure a safe, sufficient and adequate supply of child care is available to support the gradual return to work of parents as the economy reopens.

The Government of Canada has committed to provide \$625M in new funding nationwide to help the child care sector adapt to the COVID-19 environment and address the unique needs stemming from the pandemic. In Ontario, SRF will provide \$234.6M in new funding and will complement existing provincial investments to help parents, families and communities so that parents can return to work with confidence.

Safe Restart Funding

The SRF will be provided through CMSMs and DSSABs for child care and EarlyON, through First Nations for child care and Child & Family Programs on reserve and directly from the Ministry of Education for child care centres without a purchase of service agreement. The investment will consist of two components:

- Funding will be used by the Province to procure and deliver face coverings directly to operators and licensed home child care agencies across Ontario in order to comply with the Ministry's reopening operational guidance. Further details were provided in the memo dated August 13, 2020 from Shannon Fuller.
- In addition to face coverings, funding will be provided through CMSMs and DSSABs to operators which can be used for additional personal protective equipment (PPE, such as gloves, gowns, etc.), enhanced cleaning, additional staff to meet health and safety requirements, support for short term vacancies

as operators transition to return to full capacity, and minor capital required in accordance with Ministry's reopening operational guidance or local public health requirements.

SRF will be provided through CMSMs/DSSABs for operators that have a purchase of service agreement for general operating and/or fee subsidies as well as EarlyON Child and Family Centres. CMSMs/DSSABs will work directly with child care operators in their area. Funding has been allocated to CMSMs/DSSABs proportionally based on their total 2020 child care and EarlyON allocations (per the October 2019 budget schedules). See Appendix A for further details. These funds are intended to be spent by December 31, 2020.

Child care operators who do not have a purchase of service agreement will receive funding support directly from the province for SRF. 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.

Reporting

CMSMs/DSSABs will be required to track and monitor expenditures as well as service data including the number of licensed child care centres and licenced spaces, the number of EarlyON Child and Family Centres and the number of licensed home child care agencies and homes supported by SRF. CMSMs/DSSABs will report back on SRF as part of the 2020 Financial Statement submissions in the Education Finance Information System (EFIS).

Next Steps

Thank you for your partnership and continued collaboration at all levels, and please let us know how we can continue to provide support, as we safely return to full capacity in our child care centres and begin reopening Child & Family Centres throughout the province.

Thank you,

Shannon Fuller

Appendix A: Federal Safe Restart Funding Allocations

CMSM/DSSAB	2020 SRF Allocation (\$)
Corporation of the City of Brantford	1,439,159
City of Cornwall	1,256,204
City of Greater Sudbury	2,525,683
The City of Hamilton	7,506,502
Corporation of the City of Kawartha Lakes	824,267
Corporation of the City of Kingston	1,614,170
Corporation of the City of London	5,304,174
City of Ottawa	13,381,762
Corporation of the City of Peterborough	1,401,339
Corporation of the City of St. Thomas	1,005,052
Corporation of the City of Stratford	698,427
City of Toronto	47,545,885
Corporation of the City of Windsor	4,659,556
Corporation of the County of Bruce	703,088
Corporation of the County of Dufferin	590,555
Corporation of the County of Grey	954,328
Corporation of the County of Hastings	1,396,734
Corporation of the County of Huron	604,346
Corporation of the County of Lambton	1,873,478
County of Lanark	732,669
County of Lennox & Addington	612,144
County of Northumberland	736,189
County of Oxford	930,815
County of Renfrew	978,947
County of Simcoe	4,326,979
County of Wellington	2,155,034
District Municipality of Muskoka	602,460
Corporation of the Municipality of Chatham-Kent	1,659,676
The Corporation of Norfolk County	948,208
Regional Municipality of Durham	6,811,867
Regional Municipality of Halton	5,578,664
Regional Municipality of Niagara	4,532,998
Regional Municipality of Peel	17,841,056
Regional Municipality of Waterloo	5,719,638
Regional Municipality of York	14,239,708
United Counties of Leeds & Grenville	899,523

CMSM/DSSAB	2020 SRF Allocation (\$)
United Counties of Prescott & Russell	1,113,751
Algoma District Services Administration Board	659,839
District of Cochrane Social Service Administration Board	1,321,710
District of Nipissing Social Services Administration Board	1,360,071
District of Parry Sound Social Services Administration Board	700,757
District of Sault Ste Marie Social Services Administration Board	988,325
District of Timiskaming Social Services Administration Board	876,839
Kenora District Services Board	927,871
Manitoulin-Sudbury District Social Services Administration Board	894,181
Rainy River District Social Services Administration Board	518,831
District of Thunder Bay Social Services Administration Board	1,800,039
Provincial Total	175,753,498

*News Release***Governments Extend Child Care Funding to Support Working Parents**

September 3, 2020

Bilateral agreement will ensure child care is safe, accessible and affordable

TORONTO — Today, Stephen Lecce, Minister of Education, and Ahmed Hussen, Federal Minister of Families, Children and Social Development, announced an additional investment through the one-year Canada-Ontario Early Learning and Child Care Agreement (ELCC) of nearly \$147 million to Ontario for 2020-21. This funding will help licensed child care providers and EarlyON child and family centres.

In 2020-21, ELCC funding supported measures to minimize the impacts of COVID-19. It will also continue to support initiatives outlined in the initial three-year agreement, including increased access for families and professional learning for staff. Funding provided through the ELCC is in addition to \$234.6 million being provided through the Safe Restart Agreement to keep children and staff safe in child care and early years settings.

"We are investing more in child care to ensure it is safe, accessible and affordable for working moms and dads," said Minister Lecce. "This agreement will ensure funding continues to flow so that child care remains available to parents as they return to work today and into the future."

During the closure and reopening periods, provincial funding was available to all child care operators to help them remain financially sustainable following the COVID-19 outbreak. Ontario also fully funded emergency child care for health care and other frontline workers during the closure period, and protected parents by preventing child care fees from being charged where care was not provided.

"Child care is not a convenience, it is a necessity. High-quality early learning experiences are essential to the intellectual, emotional and physical development of our children," said Minister Hussen. "The Government of Canada is pleased to continue working with the Government of Ontario to ensure that all children and families in Ontario have equal access to the quality early learning and child care they need to succeed."

This is an additional investment through the Early Learning and Child Care Agreement between the federal government and Ontario that was signed in 2017. It builds on commitments made in the [Multilateral Early Learning and Child Care Framework](#) that was signed by all of the provinces and territories.

QUICK FACTS

- There are over 5,500 child care centres and 124 licensed home child care agencies across Ontario.
- As of September 1, 2020, licensed child care centres are permitted to operate at full capacity. [More information about reopening protocols and guidelines.](#)
- The government is [investing up to \\$1 billion over five years](#) to create up to 30,000 licensed child care spaces in schools, including 10,000 spaces in new schools.
- Under the initial ELCC agreement, the federal government allocated \$439 million to Ontario over three years, from 2017-20.
- The [Multilateral Early Learning and Child Care Framework](#) is guided by the principles of providing high quality child care, accessibility, affordability, flexibility and inclusivity.

ADDITIONAL RESOURCES

- [Information on Child Care and the Early Years](#)
- [Operational Guidance Document During COVID-19 Outbreak – Child Care Reopening](#)
- [Learn about the plan to provide funding support for the early years and child care sector during recovery from the COVID-19 outbreak](#)

CONTACTS

Caitlin Clark

Minister's Office

caitlin.clark@ontario.ca

Ted Chang

Communications Branch

437-225-0321

ted.chang@ontario.ca

Ministry of Education

<http://www.ontario.ca/edu>

September 1, 2020

Council Session CL 15-2020, August 13, 2020

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

SENT ELECTRONICALLY

**RE: Motion – Child Care
Minute Item 11.1 CL 15-2020, August 13, 2020**

Regional Council, at its meeting held on August 13, 2020, passed the following resolution:

WHEREAS the Region of Niagara and Niagara's twelve local area municipalities jointly declared a state of emergency on April 3, 2020 to protect the health of our communities;

WHEREAS the COVID-19 pandemic has taken a destructive toll on Niagara's economy, resulting in business closures, job losses or a reduction of wages for Niagara residents and families;

WHEREAS women have been disproportionately impacted by these economic impacts, or have had to leave the labour market altogether in order to provide child care or home-schooling;

WHEREAS the provision of child care benefits employers, is proven to support economic recovery, but also leads to greater workforce participation by women and supports their return to the workforce;

WHEREAS the economic recovery of the Niagara Region and Ontario is dependent on families having access to safe, reliable, and affordable child care that incorporates early learning principles; and

WHEREAS a 2012 study on the economic value of child care identified that every dollar invested in child care in Ontario has a direct regional economic output of \$2.27.

NOW THEREFORE BE IT RESOLVED:

1. That the Niagara Region **REQUEST** that:

- a. The Government of Ontario prioritize children and child care as part of our overall post-pandemic recovery plan;
- b. The Government of Ontario develop, adequately fund and release publicly a comprehensive plan that can support families through the provision of licensed child care and early learning education; and
- c. The Government of Ontario and the Government of Canada work collaboratively to develop a National Child Care Strategy to make child care an essential part of our public infrastructure that can support and expedite economic recovery; and

2. That this motion **BE CIRCULATED** to those upper and single tier municipalities who are designated by the province as municipal service managers for childcare and local area MPPs and MPs.

Yours truly,



Ann-Marie Norio
Regional Clerk

CLK-C 2020-185

Distribution List:

The Right Honorable Justin Trudeau, Prime Minister of Canada
Chris Bittle, MP - St. Catharines
Dean Allison, MP - Niagara West
Vance Badawey, MP - Niagara Centre
Tony Baldinelli, MP - Niagara Falls
Jennifer Stevens, MPP - St. Catharines
Jeff Burch, MPP - Niagara Centre
Wayne Gates, MPP - Niagara Falls
Sam Oosterhoff, MPP - Niagara West-Glanbrook
Clerk, City of Brantford
Clerk, City of Cornwall
Clerk, City of Greater Sudbury
Clerk, City of Hamilton
Clerk, City of Kawartha Lakes
Clerk, City of Kingston
Clerk, City of London
Clerk, City of Ottawa

Clerk, City of Peterborough
Clerk, City of St. Thomas
Clerk, City of Stratford
Clerk, City of Toronto
Clerk, City of Windsor
Clerk, Counties of Leeds & Grenville
Clerk, Counties of Prescott and Russell
Clerk, County of Bruce
Clerk, County of Dufferin
Clerk, County of Grey
Clerk, County of Hastings
Clerk, County of Huron
Clerk, County of Lambton
Clerk, County of Lanark
Clerk, County of Norfolk
Clerk, County of Northumberland
Clerk, County of Oxford
Clerk, County of Renfrew
Clerk, County of Simcoe
Clerk, County of Wellington
Algoma District Services Administration Board
Cochrane District Social Services Administration Board
Kenora District Services Board
Manitoulin-Sudbury District Services Board
Clerk, District of Muskoka
District of Nipissing Social Services Administration Board
District of Parry Sound Social Services Administration Board
Rainy River District Social Services Administration Board
District of Sault Ste. Marie Social Services Administration Board
Thunder Bay District Social Services Administration Board
District of Timiskaming Social Services Administration Board
Clerk, Municipality of Chatham-Kent
Prince Edward-Lennox and Addington Social Services
Clerk, Regional Municipality of Durham
Clerk, Regional Municipality of Halton
Clerk, Regional Municipality of Peel
Clerk, Regional Municipality of Waterloo
Clerk, Regional Municipality of York

September 30, 2020

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Health Committee**, wish to report and recommend as follows:

INFORMATION

1. Resident Population

We wish to advise that our resident population as of the date of our last meeting is as follows:

HOME	June 30, 2020	July 31, 2020	Aug 31, 2020
Bonnechere Manor	169	169	169
Miramichi Lodge	154	155	157
TOTALS	323	324	326

2. Champlain Local Health Integration Network (CLHIN) Client Waitlist Information

We wish to advise that the number of clients on the waitlist for Renfrew County long-term care homes for the following months are as follows:

Renfrew County Long-Term Care Homes	May 2020	June 2020	July 2020
Bonnechere Manor	208	210	213
Caressant Care Cobden	101	102	100
Deep River & District Hospital – The Four Seasons Lodge	54	53	53
Grove (The) Arnprior & District Nursing Home	138	137	139
Groves Park Lodge	165	164	157
Marianhill Inc.	199	207	203
Miramichi Lodge	336	340	343
North Renfrew Long-Term Care Services Inc.	88	89	88
Valley Manor Inc.	71	73	73
Totals	1360	1375	1369

3. Virtual Triage and Assessment Centre

Paramedics continue to post rotating VTAC schedules every two weeks to ensure that everyone in Renfrew County has access to mobile COVID-19 testing and assessment in their community. In addition to the pre-scheduled, drive-through testing, Paramedics are also responding to the evolving needs of congregate care settings and workplaces. To date, 14,453 swabs have been completed by the Service.

4. Land Ambulance Services Grant Shortfall

A funding letter from Deputy Premier and Minister of Health, Christine Elliott detailed an increase of 1.2% to the Land Ambulance Services Grant for 2020, resulting in a budget shortfall of \$235,646 for the Emergency Services/Paramedic Service budget.

2019 Actual Provincial Subsidy	8,531,221	
2020 Budget Provincial Subsidy	8,872,473	4.0%
<u>2020 Actual Provincial Subsidy</u>	<u>8,636,827</u>	1.2%
Shortfall	235,646	

Staff are evaluating operating and capital expenditures to identify cost avoidance opportunities wherever possible and continue to seek clarification from the Ministry of Health regarding the 3.8% gap in funding compared to the 5% increase stated by Minister Elliott during the Annual AMO Conference on August 17, 2020.

5. Social Housing Strategy

Tabled is a report from Refact Consulting on the County of Renfrew's Seniors Housing Strategy. The consultants are making some progress with this strategy however, the number of elected official responses has been slow to date. Health Committee members are encouraged to ensure they provide their input. A key deliverable of the project includes data analysis and the County of Renfrew Senior Leadership Team has agreed that significant to this analysis are the needs of those currently on the waitlist for long-term care within Renfrew County. The LHIN is able to customize this data for us, but given the Pandemic, are unable to respond within the timeframe of the September report. Therefore, Consultants have been advised that the timelines for the final report will be extended to November 1, 2020.

6. COVID -19 Pandemic Update – Long-Term Care

Symptomatic and Surveillance Testing

Twice monthly surveillance testing of staff continues until further notice, and symptomatic testing of residents and staff continues on an ongoing basis.

Family Visits to Long-Term Care Homes

Bonnechere Manor and Miramichi Lodge are currently facilitating virtual, window, outdoor and indoor visits in compliance with Provincial Directives. In an ongoing effort to make the visits more meaningful for both residents and families, effective August 31st, our Homes trialed family visits occurring in private resident rooms. All visits are prescheduled to ensure physical space and staffing resources are in place. Stakeholders were consulted prior to changes and have been communicated to residents, families, and staff. On September 2, 2020, the Ontario Government issued a media release with an updated visitor policy noting:

- Each resident and/or their substitute decision maker may designate a maximum of two caregivers.
- Caregivers can visit, without time limits.
- If a Home is not in outbreak, and the resident is not self-isolating or symptomatic, caregivers can visit together. If a home is in outbreak, or the resident is self-isolating or symptomatic, they must visit one at a time to limit risk of transmission and follow direction from the local public health unit.

Preparation for Second Wave to COVID-19 Pandemic

Further to the information last month regarding preparation for a second wave to the COVID-19 Pandemic and the Ministry of Long-Term Care document, Ottawa Health East required a comprehensive format due by August 28, 2020. Tabled for committee are the submissions for each of Bonnechere Manor and Miramichi Lodge.

Resident Absences

Further to the media release from the government late on Friday, August 28, 2020 regarding long-term care residents leaving the Home for visits, long-term care homes were provided with the following information:

- **Short stay absences** are for health care-related, social or other reasons and do not include an overnight stay, with the exception of single-night

emergency room visits. If the resident is admitted to the hospital at any point, or the emergency room visit takes place over two or more nights, Homes must follow the steps outlined as a “Readmission” (negative COVID-19 test within 24 hours of readmission, etc.). Residents on a short stay absence, must wear a medical mask, at all times when outside the Home (if tolerated). The Home must provide the medical mask and remind residents about the importance of public health measures including physical distancing. Residents returning from a short stay absence must be actively screened, but are not required to be tested or self-isolate.

- **Temporary absences** are for personal reasons and for one or more nights. Homes must review and approve all temporary absences based on a case-by-case risk assessment considering, but not limited to the following:
 - The Home’s ability to support self-isolation for 14 days upon the resident’s return.
 - Local disease transmission and activity.
 - The risk associated with the planned activities that will be undertaken by the resident while out of the Home.
 - The resident’s ability to comply with local and provincial policies/bylaws.
 - Any further direction provided by the Ministry of Long-Term Care.

If the Home denies a temporary absence request, the Home must communicate this to the resident/substitute decision maker in writing, including the rationale for this decision. All residents returning from a temporary absence are required to self-isolate for 14 days upon their return.

- **Staffing**
With the increased staffing needs including one to one nursing for new admissions, transfers from hospital and symptomatic residents, screening, facilitating visits and increased cleaning, both Homes are experiencing significant staffing shortages.
- **Ministry of Health Setting Up Temporary Pandemic Response Division**
Deputy Minister Helen Angus, Ministry of Health, announced details regarding a temporary Pandemic Response Division that will be led by

Assistant Deputy Minister Alison Blair. The division will provide coordination of the COVID-19 related work within the Ministry of Health and will support Dr. Williams and the Office of the Chief Medical Officer of Health.

7. Fundraising

- The Butterfly Garden Fundraiser continues with glass butterflies designed by local artist Janet Springer representing project donors of \$100 adorning the butterfly garden mural; is going well with 80 butterflies sold to date.
- No Frills-Renfrew selected the Bonnechere Manor Butterfly Approach project as their fundraiser from mid-July until July 26, 2020, raising \$1,484 for the Manor.

For more information regarding these fundraising projects for either Bonnechere Manor or Miramichi Lodge, please contact Ms. Lainy Boldt-Johnson, Fundraising Coordinator at lboldtjohnson@countyofrenfrew.on.ca or 1-343-369-4259.

All of which is respectfully submitted.

Michael Donohue, Chair

And Committee Members: D. Bennett, G. Doncaster, D. Grills, K. Love, J. Murphy, C. Regier, D. Robinson

Consultations

- Council Questionnaire
 - 3 responses received
- Key Informant interviews
 - 14 invited, 7 interviewed by phone
 - 1 name added
- Focus Group sessions
 - Two sessions held to date via Zoom
 - 27 invited, 8 attended
- Community Roundtable session
 - One session held to date via Zoom
 - 10 invited, 5 attended
- Project mailbox
 - 11 submissions, some multiple responders

*Are there other ways
to help encourage
engagement or
broaden the circle of
feedback?*

What we have been hearing

Housing Needs:

- More long term care beds are needed, especially outside of the usual larger settlement areas
- Subsidized retirement homes spaces are needed due to high costs
- Lack of rental housing, especially affordable
- Continued wait list for RGI housing
- Limited ability to transition from traditional family home (lack of market housing options)
- Accessibility/condition of some stock not well suited for seniors

Support Services Needs:

- People in LTC beds who don't really need to be there but have no options
- Need for more community support services to allow people to age in their home safely
- Social isolation continues to be a challenge
- More assistance with home repairs would help keep people at home
- Transportation to/from appointments especially for rural area residents
- Staffing shortages in the health care sector impact on service delivery

What we have been hearing

Gaps/Priorities:

- Geography presents obstacles to accessing and delivering services, especially in remote areas
- Lack of suitable options in between LTC homes and private market
- Lack of available resources to address needs – both for housing & supports
- Coordination of the many seniors services - difficult to navigate through the system for agencies, clients and their families

Opportunities:

- Continuum of care 'campuses'
- Service hubs in more remote areas
- Housing/service partnerships
- Integrating some higher care beds in retirement homes
- Co-housing models like Abbeyfield should be investigated
- Modular housing options
- VTAC-like options for home assessments/services post-COVID
- Age-friendly communities and active living centres

What we have been hearing

County role:

- Renfrew County viewed as the best entity to take a leadership role
- Identifying needs and solutions are a priority
- Focus on coordination, facilitation and monitoring progress
- Actual activities better suited at local level - some municipalities/groups have pursued independent solutions that show promise (e.g. cited in Arnprior, Eganville, Pembroke and Petawawa)

Community/Private sector role:

- Some private sector housing solutions seen in market (e.g. rental bungalow townhouse models)
- More partnerships with private sector needed to create right environment for investment
- Building on private support services that already exists
- Collaboration among groups/agencies is critical in the face of limited resources

Data Considerations

- **Stats Canada/Census data**
 - CD level – County + Pembroke
 - CA level - Limited coverage for 3 areas within County
- **CMHC data**
 - Limited coverage, CA level
- **LHIN data**
 - Champlain LHIN – 5 sub-regions incl. West Champlain
 - West Champlain – 3 sub/sub regions cover Renfrew County
 - Southeast LHIN – 1 sub-sub region as a comparator
- **VTAC data**
 - General dashboard
 - Limited other data/timeline
- **Other data**
 - LHIN Healthline resources
 - County pop'n projections
 - Community housing stats
 - Renfrew County and District Public Health Unit
 - Canadian Institute for Health Information

What we have been seeing

Housing inventory:

- A total of 10 LTC facilities providing 732 long term care beds in 6 different communities (2 municipal)
- 12 Retirement Homes providing a wide range of beds/units in 6 communities (private providers)
- 6 community housing providers delivering 100+ units dedicated for seniors in 5 communities (RGI + Below market) + RCHC portfolio
- Additional housing support provided through rent supplements, home renovation grants/loans, etc.

Service inventory:

- 9 different agencies delivering Adult Day Programs throughout Renfrew County
- Network of many other agencies delivering support programs to help seniors 'age in place'
- At least 22 different agencies provide these services at 36 different locations
- Broad range of services, from housekeeping and home care services to assistance with activities of daily living (e.g. shoveling snow, providing meals, nursing care, etc.)

What we have been seeing

Population:

- Modest overall growth in County, similar forecast 1% over next 25 yrs.)
- Seniors share of pop'n will grow from 20% in 2016 to 28.5% by 2041
- 8K-10K 'new' seniors over this period with growth highest for those 75+
- Continued concentration of seniors in larger settlement areas and south in real terms
- Gradual decline in distribution of seniors in other more rural areas
- Higher proportion of seniors in pop'n of some municipalities (large & small)

Households:

- Roughly half of all senior households are comprised of couples and most of them do not live with their children
- More than 30% of the seniors population live in a non-family household and of those, almost 85% live alone (5,000+)
- Seniors household size is substantially lower than most households and this decreases as they age

What we have been seeing

Housing:

- Seniors are mainly owners (80%+) and of those, most do not have a mortgage (75%)
- Of the 2,300+ senior renter households, about 20% are in subsidized housing
- More than 20% have an affordability issue and over 26% are in core need

Dwellings:

- Most seniors in private households reside in single detached homes (77%) or other attached homes (20%)
- 91% of seniors owners reside in single detached homes
- 67% of senior renter households reside in apartments with the balance in other housing forms (i.e. other single attached homes)
- As seniors age, the number in private households diminishes significantly

Bonnechere Manor
Long-Term Care Home



470 ALBERT STREET
RENFREW, ON CANADA
K7V 4L5
TEL: (613) 432-4873
FAX: (613) 432-7138
www.countyofrenfrew.on.ca

August 26, 2020

Mr. Renato Discenza
Transitional Regional Lead, Ontario Health East

Dear Mr. Discenza,

In response to the joint memo of the Ministry of Long-Term Care (the "Ministry") and Ontario Health dated July 31, 2020, Bonnechere Manor (the "Home") has prepared a COVID-19 Preparedness Assessment ("Assessment") as requested. We have prepared the Assessment on the understanding that our submission will be used internally by the Home; plus "rolled up" (presumably in aggregate form) for Ontario Health's and the Ministry's health system planning and management purposes, and will not be used or disclosed for other purposes. In particular, disclosure could cause the Home real harm that could affect its ability to continue operating.

We make these comments in the context of the fiscal pressures and human resource shortages that face long-term care homes, even without the current pandemic. We are doing our very best to be practical, solutions-oriented and innovative to take steps to reduce risk, recognizing that resources are limited and this situation is unprecedented.

Please find our submission attached.

As noted within this submission, all of these steps are dependent on adequate funding and staffing. Our staff are working tirelessly, and we continue to view our preparedness and response through a risk management lens with residents at the centre of our operations.

We trust that this information will be helpful to Ontario Health and to the Ministry in health system planning and management as the potential for a second COVID-19 wave looms. It has been a helpful exercise for us as well and we look forward to any guidance that results.

Sincerely,

Shelley Sheedy,
Director of Long-Term Care, County of Renfrew

c. County of Renfrew Health Committee

With a person-centred approach, Bonnechere Manor is a safe and caring community to live and work

PREPAREDNESS ASSESSMENT

For Long-Term Care Homes

Version 3 – August 10, 2020

Purpose

The Ministry of Long Term Care and Ontario Health have established an ongoing provincial table (LTC Operations Committee) that will focus on providing guidance and solutions for all LTC homes, help support the work of regional tables, guide and support the preparedness planning for LTC home and stabilization of the sector.

Each Ontario Health regional is to establish an OH Regional planning table to work with LTC homes in the region and continue to build partnerships. One of the first steps is to conduct a preparedness assessment and planning exercise by the end of August.

This preparedness assessment for long-term care homes is intended to help homes identify, plan for, and take action on key areas of operational health for near-term stabilization and longer-term improvement, following wave one of the COVID-19 pandemic. This document can be used to help develop and guide policies, procedures, preparedness and response planning by the home, in collaboration with residents, families, the community, and network of health system partners. It can be used as a snapshot in time, but more importantly, as a way to check-in and guide ongoing improvement.

For this baseline assessment the completion of the by the LTC will assist in assessing planning contingencies. LTCHs may draw upon assistance from partners in Public Health, Hospital, Home and Community Care or others to seek input. Each LTCH is accountable to produce the finished assessment.

Alongside this work, the province has set out a commission in LTC to begin work on modernization of the sector.

Timelines

- Please complete and submit the preparedness assessment no later than **August 28, 2020 noon** to **Sheila. Stirling@lhins.on.ca**
- By the **September 10, 2020**, Ontario Health regions will roll up results and provide to the Ministry of Long-Term Care. Preparedness assessments may be conducted again in the future.

Preparedness At-A-Glance

Based on learnings to date there are three key factors of effective preparedness: 1) Human Resources, 2) Infection Prevention and Control, 3) Partnerships and Sustained Operations. Additional factors may be added to the assessment and/or plans as relevant for each LTC home.

Check the box that most closely aligns with the overall level of preparedness for each of the three key factors below (based on the responses on pages 3-20).

Key Factors for Preparedness:

1. Human Resources
2. Infection, Prevention and Control (IPAC)
3. Partnerships and Sustained Operations

	Level 1	Level 2	Level 3	Level 4	Level 5
1. Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Infection, Prevention and Control (IPAC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Partnerships and Sustained Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Description of Levels

In each section below, you are asked to assess the current level of home preparedness on a scale of 1 to 5. Descriptions of levels 1, 3, and 5, as well as guiding questions, are provided for each key factor. Overall, the levels are meant to signify:

Level 1 = home is not prepared and significant improvement and support is needed

Level 3 = home is prepared to a basic level that creates a safe environment for residents and staff (with current resources – near-term stabilization will be reached)

Level 5 = home is highly prepared and connected to a responsive network of health system resources and supports (already at or on its way to “modernization”)

Assumptions

When completing the preparedness assessment, assume that all emergency orders remain in effect and leverage existing direction and guidance. Please see the [Government of Ontario website](#) for a comprehensive summary of COVID-19 orders, directives, memorandums and other resources.

The following list is not exhaustive – other materials may be used/referenced, including guidance materials prepared by Ontario Health Regions.

- Government of Ontario - [COVID-19 LTC Stakeholder Communications web page](#) (also in [French](#))
- Public Health Ontario - COVID-19: IPAC for Long-Term Care Homes and Retirement Homes Readiness Checklist ([English version](#), [French version](#))
- Provincial Infections Disease Advisory Committee – IPAC – Best Practices in IPAC Programs in Ontario ([English version](#), [French version](#))
- Province of Ontario, Ministry of Long-term Care- [LTC covid 19 Commission](#)

Helpful Resources

Preparedness Assessment

Long-Term Care Home:	Bonnechere Manor
Completed By (Name, Title, Organization):	Shelley Sheedy, Director of Long-Term Care, County of Renfrew

To complete the assessment: Please review the descriptions of levels 1, 3, and 5 for each preparedness area and check the box for the level (1-5) that most closely aligns with the home's current status. Levels 2 and 4 are provided in case the home falls in between the described levels. Please describe why you selected this level and any additional information you would find helpful to document.

1. Human resources

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1A. LEADERSHIP Appropriate level and capacity of leadership and management in place, including leadership recruitment, development, retention, and support (as relevant). Questions to think about: <ol style="list-style-type: none"> Has the home demonstrated strong leadership during the pandemic? Have there been changes to leadership? What is their administrative capacity? Does the leadership reach out to local community leaders for support and mentorship? Is there a cohesive culture and communication between leadership and front-line staff? Does the leadership demonstrate empathy, vulnerability, and trust with their residents and staff? Does the leadership demonstrate a growth mindset and foster a culture of distributed leadership and improvement? Is the leadership well supported by the home owner or corporation? 	<ul style="list-style-type: none"> Vacancies exist in leadership positions Lack of policies and procedures to support recruitment and retention of leadership Lack of leadership performance standards and oversight Little experience or training in leadership and management for the Executive Director. Medical leadership is not visible in decision making of the organization Little to no training in quality improvement 		<ul style="list-style-type: none"> No vacancies in leadership team Governance (e.g., Board) is supportive and responsive to needed changes in leadership Business continuity plans in place, including cross-training to support succession planning Leadership development, recruitment and retention plans in place, with focus on appropriate skills or extensive training for existing and new leadership, leveraging mentorship from hospital IMS structure in place Medical Director is present at decision making and planning tables. Staff identify a degree of trust in their leader Experience in quality improvement 		<ul style="list-style-type: none"> Appropriate 360 performance review and oversight of leadership, tied to compliance audits as well as governance, staff, resident, and family feedback Distributed leadership development and training programs in place, to enable greater leadership capacity and business continuity Leadership is linked with local integrated care system / OHT planning table Leadership development and recruitment plan is in place, and leverages mentorship from local partners, i.e., hospital Communities of Practice: LTCH leadership all participate in sharing knowledge / resources amongst themselves (i.e., staff skills in areas such as cognitive impairment, behavioural support training, and palliative care) or contract ongoing with hospital Continual quality improvement is evident Staff report high degrees of trust in their leadership team Business continuity plans are regularly

	<ul style="list-style-type: none"> • Director of care is not present on site • Unclear or inconsistent use of best practice standards 		<ul style="list-style-type: none"> • Director of Care is present on site for shifts • Experience in best practice standards (ie: care for patients exhibiting behavioral issues, infection control) 		<ul style="list-style-type: none"> • updated • Direct of care is highly engaged and maintains high standards in training and auditing for best practise
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>Bonnechere Manor currently has a full management team that is knowledgeable and engaged, providing strong leadership. The Director of Long-Term Care (DLTC) has 25+ years of LTC experience and the Director of Care is 7+ years. Our current leadership and management teams are in place, and we respond to recruitment needs as they arise. Development of leadership and management is an area that we typically do well on such as the current investment in emotional care model training (Butterfly Approach); however, that is currently paused given the competing priorities of the Pandemic. We normally seek opportunities in person or online for our leadership and management to continue to improve their skills and have a process for reviewing and approving requests of leadership and management within an education budget that competes with all 250 staff, including annual mandatory LTCH Act/Regulations- required training.</p> <p>The DoC will be resigning and recruitment is underway for this critical position. The DLTC represents long-term on a number of working groups preparing for a second wave. The Environmental Services Supervisor for Bonnechere Manor holds the responsibility of managing the donated Personal Protective Equipment (PPE) for the Renfrew County LTCHs, working closely with other long-term care homes, hospitals, paramedics, home care, etc. The management team is highly engaged and maintains high standards in training through orientation and the annual mandatory training, as well ongoing auditing for best practices. Quality Improvement Plan as submitted to Ontario Health Quality Council is reviewed and updated quarterly engaging all stakeholders, including Medical Director. Positive annual staff satisfaction surveys, along with minimal union grievances, indicates good staffing relations and trust in leadership. Business continuity plan was reviewed and refreshed with declaration of Pandemic. Compliant with Provincial Directives. County of Renfrew has declared emergency with regular operational center meetings to ensure elected officials</p>					

and other partners are aware of risks/concerns.

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
<p>18. HUMAN RESOURCE PLANNING</p> <p>A health human resources plan in place to ensure staffing levels that are appropriate for full-service delivery, including plans for return to work and staffing shortages in the event of emergency and need.</p> <p>The M-LTC will action on decisions for prevention and containment funding, infrastructure and capital and enhance compliance/monitoring/inspections.</p> <p>Questions to think about:</p> <ol style="list-style-type: none"> 1. In the past, what have been the challenges for the home around staffing capacity? How have staffing shortages been managed? 2. Is there a staffing plan that addresses a potential future staffing shortage? 3. Does the home have the ability to draw on additional internal staff ("bench strength") to withstand a staffing emergency? 4. What back-up systems are in place? Does the home have strong relationships to the community to support emergency shortages? 5. Have innovative models or ways to influence the local staffing pool been explored? 	<ul style="list-style-type: none"> • Current staffing shortages • High dependence of agency and part-time staff • Lack of relationships with staffing agencies • Lack of policies and procedures for return to work and work restoration • Limited forecasting of staffing schedule and demands • Staffing ratios are not meeting current standards • No plan in place to increase staffing ratios to accommodate added work during the pandemic (social distancing, in room care, acute medical needs) • No active recruitment is underway • Little to no support for staff regarding resilience building and wellness 		<ul style="list-style-type: none"> • Robust HHR strategy and plan is developed to address staffing, retention, education, and wellness support; may include temporary staff placement from hospital • Plan for emergency staffing shortages has been developed, including strong relationships with external staffing agencies • Increased ratios to support new needs based on IPAC guidelines, i.e., in room feeding, individual exercise programs, deep and more intensive cleaning • Recruitment strategy underway (i.e., recruitment to new staffing ratios and to replace part-time with full-time staffing compliments) • Cross-training and orientation programs in place to support existing staff and new hires • Establishing return-to-work and work restoration program for LTC staff 		<ul style="list-style-type: none"> • HHR plan that supports a single employer model and full time employment for staff • Modified staffing ratios in place for acuity of residents and care needs rather than occupancy • Most staff are full-time employees paid at competitive wages • Staff have benefits and support programs • Continuing education opportunities for skill development
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: (Please describe why you chose the level above.)

Staff recruitment and retention requires constant vigilance; we recognize that we are competing with other parts of the health sector that may be perceived as more financially attractive and/or not managing the negative reputation of LTC both pre- and during COVID-19 as a career option. While we have health human resources strategy; our ability to achieve sufficient human resources is constrained by both provincial underfunding of a minimum staffing standard and human resources.

Bonnechere Manor experienced staffing shortages pre-COVID and has developed a robust HHR strategy focused on recruitment (i.e. partnership with

local community college to host onsite "Living PSW Classroom") retention (aging workforce), education/support (orientation, annual retraining, mentoring/buddy system, succession planning program etc.). The Provincial Emergency Order allowed for the hiring of resident aides to assist Personal Support Workers which needs to be maintained as an alternative staffing resource on an ongoing basis. Crossing training of staff has been completed for those interested. The single employer model was put into place prior to the Provincial Directive and also needs to be maintained to reduce COVID spread. Bonnechere Manor is a municipal operated Home with competitive wages and benefits. A wellness support through an in-house & Corporate Wellness Committee that includes an Employee Health Coordinator and an external Employee Assistance Program is available. Well established return-to-work program in place. Ongoing relationship and support with the local hospital, Renfrew Victoria Hospital is in place. Up-staffing in nursing to cohort for suspect/new admissions, and housekeeping to ensure compliance with IPAC guidelines has been put into place since the beginning of the Pandemic and ongoing, as well as screening and facilitating resident visits. Active recruitment continues on an ongoing basis.

Despite that Bonnechere Manor is adequately prepared; there continues to be a shortage of LTC staff, particularly PSWs. This is especially concerning given the need to cohort suspect cases and new admissions. Provincial funding of a 4.0 hrs/resident/day N&PC minimum standard is required now to recruit and retain PSWs, make 'Resident Aide' type positions permanent, and continued support of a single employer model.

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1C. STAFFING SUPPORT Appropriate occupational health, wellness and mental health supports in place for human resources' return to work, attraction and retention. Questions to think about: 1. Does the home have dedicated occupational health resources that are communicated well and encouraged? 2. What is the culture like in the home? Have they had historical challenges with recruitment / retention? 3. Have staffing supports been extended to the home from health system partners? Is this model sustainable?	<ul style="list-style-type: none"> • Mental health and wellness resources not available • Lack of dedicated occupational health resources • Lack of policies and procedures for return to work • Lack of staff recruitment planning 		<ul style="list-style-type: none"> • Established policies, procedures and program for occupational health and wellness • Access to mental health and wellness resources for staffing • Retention strategy developed including full-time employments, training, and competitive wages 		<ul style="list-style-type: none"> • Occupational health program with policies and procedures in place • Effective communication of existing mental health and wellness resources and staff are using them • Retention strategy in place • Investments in longer-term skills training for in-house expertise and best practice skills (part of LTC HR processes going forward) • Staff training in areas such as compassion, communication, and bereavement available
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) <p>We are actively working through our occupational health and safety, wellness and mental health supports in anticipation of a second wave of COVID-19. We offer an employee assistance program. Employees may access basic First Aid onsite and seek out their own services in the community. Renfrew County has established a Virtual Triage and Assessment Centre (VTAC) approach during the Pandemic which has evolved from a focus on COVID-19 testing to include treatment and care of persons particularly for those without a primary care provider. Bonnechere Manor has Health and Safety Standard Operating Procedures that are reviewed minimally annually in partnership with the active Joint Occupational Health and Safety Committee that meet regularly each month. Wellness Committee is in-house, as well as a Corporate Wellness Committee. EAP available. Our association, AdvantAge Ontario, is offering a 12-week free education series to all employees entitled 'Special COVID Support: Mindfulness'. The Home is in process of implementing emotional care model which is based on emotional intelligence such as compassion and communication.</p> <p>Our current visitor policies aim to reunite residents with their family members in a manner that is consistent with our peers and that addresses the fact that we continue to be in a pandemic; we have prioritized additional staffing and screening accordingly.</p>					

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1D. MEDICAL LEADERSHIP Reliable medical care that is accessible for on-site care. Questions to think about: 1. How has the medical director historically supported the home? 2. Is there a strong partnership between the medical director and administrator / leadership team? 3. Is there a strong virtual plan in place, including trusted clinical relationships in the home to enable virtual care? 4. Is the Medical Director an effective leader for the home? How strongly are they connected to the community resources? Have they undergone leadership and management training? 5. Does the Medical Director maintain best practice training for themselves and the MRP physicians?	<ul style="list-style-type: none"> Lack of medical care providers Lack of plan for ongoing delivery of necessary on-site care Lack of access to or use of virtual care platforms Poor relationships between Medical Director and clinical on-site staff Lack of knowledge and application of best practice standards Little to no connection with medical leaders and partners in the community, such as hospital, public health 		<ul style="list-style-type: none"> LTC-Medical Director has virtual care program for specialists linked to Hospital in place (Include virtual options and contact chart) LTC-Medical Director has virtual care model in place to allow effective MRP care LTC-Medical Director with LTC-Executive Director training staff for proper bedside assessment and SBAR to facilitate virtual care Effective physician coverage in place for on-site daily presence of physicians- or being recruited for at this time Effective communication with families and patients in place with LTC Medical Director Care plans are up-to-date, including palliative care, order sets, and DNR status, including all necessary standing orders for swabbing and treatment Best practice standards in key areas are up to date and enforced, such as Infection prevention and control, palliative care, management of behavioural issues in dementia Medical Director links in regularly with partners and medical leaders, such as hospitals and public health 		<ul style="list-style-type: none"> Implementing a LTC administrator (Executive Director) + Medical Director dyad leadership model, with daily onsite medical leadership presence Demonstrated effective use of virtual care platforms Staff are trained and capable of supporting virtual care with offsite physician Dedicated (single home) medical care team with strong community / hospital clinical connections Continuing medical education mandatory credits for MRPs in essential areas of care, such as infection prevention and control, palliative care, management of behavioural issues in dementia Medical Director belongs to a community of practise
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) The Bonnechere Manor Medical Director is available to the Home 24/7 with a team of three attending physicians and a number of on-call physicians that all have hospital privileges. Virtual care platform is available (Ontario TeleHealth). In addition, Renfrew County has established a Virtual Triage and Assessment Centre (VTAC) approach during the Pandemic which serves as resource to the Home's medical staff regarding COVID-19.					

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1E. RESIDENTS AND FAMILIES Reunited residents with their families (visitations and family member as supporting caregivers). Questions to think about: <ol style="list-style-type: none"> 1. What communication strategies were in place between the home and family members during wave one of the pandemic? 2. Were communications with residents and families timely, open, and transparent? 3. Does trust need to be restored between the home and families? 4. How involved are families and residents in the planning and implementation of these policies? 5. Is the home adequately resourced and prepared to implement visits that are safe? 	<ul style="list-style-type: none"> • Strategy for visitation not in place or not aligned with the directives • Lack of communication with families and caregivers • Inactive/disengaged Resident and Family Council • Loss of trust between families and the home 		<ul style="list-style-type: none"> • Visitation strategy in compliance with directives • Communication strategy in place for families and residents on policy requirements related to visiting policy • Mechanism in place for timely communications to residents and families, as well as managing concerns and complaints • Identified family members / caregivers for each resident and strategy to sustain visits/contact during wave 2 • Family/caregiver education strategy for PPE and IPAC developed • Plans, activities, and communications are developed in collaboration with residents and families that enable LTC to rebuild trust • Processes and awareness / understanding have been developed for residents and families to share feedback and escalate concerns to LTC leadership and MLTC 		<ul style="list-style-type: none"> • Active/engaged Resident and Family Council involved in visitations • Implementation of regular communication strategy with family members/caregivers • Implementation of plans, activities, and communications in collaboration with residents and families that enable LTC to rebuild trust • Implementation of a virtual family visit model • Residents and families are engaged in co-design of new programs and processes for residents that provide a greater sense of purpose, quality of life, and connection to the community • Training and policies in place to allow for caregivers and families to continue to support care deliver during an outbreak, such as IPAC and PPE training, safety and reporting, liability waivers
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Active Resident & Family Councils. Prior to Pandemic, met in person monthly as well as quarterly Family Council Executive with the Director of Long-Term Care. Current communication is virtually/email. The DLTC communicates regularly with residents regarding COVID-19 via hard copy and family members via email. Indoor/Outdoor Visiting Protocols are updated consistent with provincial directives and with input from residents, families and staff. Currently the Home is providing outdoor & indoor visiting, both in specific areas, window visits and as well virtual visits such as Facetime, Skype and Zoom. A newly developed COVID checklist for the addition of external service providers and essential family caregivers is being drafted.					

Education provided to residents and families regarding visits.

Provincial communication needs to be consistent with current provincial directives i.e. 2m physical distancing required during visits.

2. Infection, Prevention and Control (IPAC)

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2A. IPAC LEADERSHIP Dedicated onsite IPAC leads who are present 24/7 who can oversee, reinforce and support proper IPAC responsibilities, protocols and practices to all staff in the home (e.g., O. Reg. 79/10 requires designated lead for training and orientation, however, the lead may not be an IPAC specialist or may be a shared resource across multiple homes but has access to specialized resources in the local hospital, Public Health Ontario regional Communities of Practice and/or the local public health unit). Questions to think about: <ol style="list-style-type: none"> 1. Are there dedicated, well-trained IPAC leads in place with culture of safety in the home? 2. Does the IPAC lead have the authority to enforce proper practices? 3. Is there a culture of improvement within the home to support sustainable practices? 	<ul style="list-style-type: none"> • Lacking dedicated IPAC resource • Lack of IPAC training for lead and staff • Lack of IPAC policies and procedures • Lack of recognition for and authority of IPAC lead 		<ul style="list-style-type: none"> • Dedicated in-house IPAC resource • Trained IPAC leads / champions onsite 24/7 • All staff trained on IPAC with clear policies and procedures • Relationship with external IPAC expertise including hospital and public health • Audit system in place, both internal and external; frequent internal audits led by onsite IPAC leads within the home, layered with less frequent external audits by IPAC experts provided by health system partners • Regular review of all aspects of the hierarchy of control to prevent outbreaks, including maximizing flu vaccination • Ongoing regular on-line and on-site training of staff on IPAC strategies 		<ul style="list-style-type: none"> • IPAC education and training available 24/7 • IPAC Champions across organization • Strong connections to local response table and PHU • Demonstrate culture of Quality Improvement with capacity for sustained implementation of practices
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: (Please describe why you chose the level above.)

One of our Resident Care Coordinators is the designated Infection Prevention and Control Practitioner that meets regularly with the Infection Control Committee (in-house) and as well attends the regional committee meetings. Ongoing audits with front line staff to ensure compliance with best practices. Liaisons with counterpart at our sister Home, Miramichi Lodge. We have an effective relationship with the Renfrew County & District Public Health Unit that provides quick responses to our questions. The local Public Health has provided two recent inspections regarding IPAC practices that have been very positive, in addition to the standard inspections.

The Province needs to fund a 1.0 FTE IPAC qualified & designated Practitioner instead of adding it to an already full nursing management position.

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2B. IPAC PROTOCOLS AND PRACTICES Consistent, evidence-informed and verified IPAC protocols and practices in place. Questions to think about: 1. Does this home have the policies/processes in place with demonstrated ability to implement/action them and sustain them throughout?	<ul style="list-style-type: none"> Lack of verified IPAC protocols and practices in place. 		<ul style="list-style-type: none"> IPAC policies, procedures and programs in place, in compliance with relevant Directives Demonstrated adherence to IPAC protocols and practices Audit system in place 		<ul style="list-style-type: none"> Continued collaboration with hospital, PHU, PHO Demonstrated capacity to sustain implementation of best practices Dedicated Quality Improvement resources in the home Demonstrated organizational commitment to safety in strategic plan
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Evidence-informed IPAC protocols are in place. In addition, Business Continuity plan, along with appropriate Joint Occupational Health and Safety (JOH&S) Standard Operational Procedures are reviewed and updated as required relevant to Provincial Directives. Active JOH&S committee is involved with review. Quality Improvement Committee continues to meet quarterly. Safe & Healthy Workplace is a pillar within the Bonnechere Manor Strategic Plan. Enhanced Personal Protective Equipment (PPE) training – including donning/doffing, hand hygiene is ongoing. Single room allocation/cohorting is challenging given few private rooms and ongoing human resource shortages. Floor markings to enhance safe traffic flow and enhanced cleaning and sanitizing protocols have been implemented.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2C. PPE SUPPLY CHAIN Sustainable supply of protective personal equipment (PPE) for staff and for residents and visitors where appropriate. Questions to think about: 1. How connected is the home to a stable supply chain including local partnerships, i.e., hospital? 2. How effective is the communication and audit strategy to ensure sustainable best practices are in place?	<ul style="list-style-type: none"> • Lack of PPE supply in place • No demonstrated connection to effective supply chain • Purchasing of supplies is ad hoc versus anticipatory 		<ul style="list-style-type: none"> • Demonstrated compliance with relevant guidelines on use and conservation appropriate for the work and community prevalence of disease • Demonstrated adequate PPE supply in place • Plan to ensure access to effective Supply Chain • Communication strategy to support PPE practices 		<ul style="list-style-type: none"> • Collaboration with local integrated planning table/OHT • Demonstrated capacity to sustain effective PPE use • Shows knowledge in proper levels of PPE based on situation in the patient room, home and community
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) A sustainable supply of PPE has ebbed and flowed throughout the Pandemic to date. It is stabilized at this time however, the increase in family visitors/essential visitors will significantly impact stock of surgical masks. Going forward, we are dependent on a continued supply of PPE coordinated <u>at the provincial level</u> to ensure standards met, best price and equity of distribution versus stockpiles at many individual sites resulting in expiration of supplies and added costs.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2D. IPAC ASSESSMENTS Regular on-site IPAC assessments. Questions to think about: 1. Does the home have an invested, strong IPAC culture including dedicated trained resources and appropriate auditing processes?	<ul style="list-style-type: none"> Lack of demonstrated IPAC assessments on site No demonstrated capacity to complete IPAC assessments 		<ul style="list-style-type: none"> Regular IPAC assessments completed with follow up Documentation to support practices Audit strategy in place, both internal and external; frequent internal audits led by onsite IPAC leads within the home, layered with less frequent external audits by IPAC experts provided by health system partners 		<ul style="list-style-type: none"> Regular IPAC assessments completed with follow up Documentation to support practice in place Strong audit system in place 24/7 On-site education provided regularly Home demonstrates commitment to culture of safety- open communication, proper authority and accountability, demonstrated commitment in strategic plan
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Comments: (Please describe why you chose the level above.) IPAC Practitioner on site. Ongoing education and auditing is completed as required and as well two Public Health Inspections specific to COVID-19 have been completed to date with no concerns noted. Safe and Healthy Workplace is a pillar within the Bonnechere Manor Strategic Plan.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
<p>2E. IPAC TRAINING</p> <p>Ensuring all staff in the home have “core” IPAC training (e.g., PIDAC Best Practices), and access to on-demand training on IPAC and PPE. Core training includes moments for hand hygiene and appropriate use of PPE for new staff as well as training refresh in donning and doffing of PPE with audits and feedback.</p> <p>Questions to think about:</p> <ol style="list-style-type: none"> 1. How is this home monitoring staff IPAC compliance and knowledge? 2. What is the culture for quality improvement in this home? Do they have the demonstrated ability to implement and embed practices across the home? How is excellence sustained? 	<ul style="list-style-type: none"> • No demonstrated training practices in place 		<ul style="list-style-type: none"> • Documentation of IPAC training for all staff available • Training regularly provided across the home (emphasis on in-person training, not virtual) • Strong orientation program in place for new hires 		<ul style="list-style-type: none"> • Regular education and training opportunities • Dedicated IPAC champions across the home providing audit and education supports • Demonstrated commitment to excellence-ability to embed practices and sustain them • Dedicated Quality Improvement resources in the home
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>IPAC training is provided on orientation, annually, and supplemental as necessary. Education is provided electronically, through audits, teachable moments/safety huddles and through performance improvement plans. Hand Hygiene – 4 moments education is provided through spot checks on the Home areas.</p>					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2F. ENVIRONMENTAL CLEANING Processes, resources and adequate equipment / supplies in place to train and implement best practices for regular environmental cleaning. Ensure an audit and feedback process is in place. Questions to think about: 1. How well-resourced are the environment cleaning teams in the home? Do they feel supported? Do they have bench strength? 2. How does the home create a culture of cleanliness that everyone contributes to? 3. What is the culture of quality improvement to support sustained practices?	<ul style="list-style-type: none"> Not compliant with environmental cleaning requirements 		<ul style="list-style-type: none"> Policies and procedures in place for environmental cleaning Relationship with external partner to support emergency needs Environmental cleaning audit in place Demonstrated compliance Modified staffing ratios (cleaning) to achieve compliance to new standards Deep cleaning conducted when appropriate 		<ul style="list-style-type: none"> Cross-trained staff on environment cleaning practices for additional support Culture of excellence in safety across the organization
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Standard Operating Procedures are in place and available to all staff. Staff are cross-trained regarding environmental cleaning protocols exhibiting a culture of excellence in safety across the Home. Increased staffing resources to facilitate IPAC cleaning protocols implemented during COVID-19.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
<p>2G. PHYSICAL INFRASTRUCTURE, ADDITIONAL PRECAUTIONS, AND ALTERNATIVE BED CAPACITY</p> <ul style="list-style-type: none"> Physical infrastructure that supports and enables IPAC standards and protocols. Options/plan for additional precautions including single room allocation and cohorting that support IPAC practices. Options for alternative bed capacity that protects resident safety and wellbeing and follows IPAC guidelines. <p>The M-LTC will action on decisions for prevention and containment funding, infrastructure and capital and enhance compliance/monitoring/inspections.</p> <p>Questions to think about:</p> <ol style="list-style-type: none"> Does this home's physical structure enable implementation of IPAC standards- if not, how have they mitigated those challenges? What needs to be done further to support these challenges? Does this home have the capacity to ensure proper isolation protocols are implemented? What about when responsive behaviours and wandering are a consideration? Does this home have a strong plan to reduce/eliminate ward rooms? What more needs to be done? Does the home have the ability to isolate, cohort, and maintain resident safety and quality of the life? 	<ul style="list-style-type: none"> Physical infrastructure does not enable IPAC standards and protocols and no risk mitigation plan is in place No plan for isolation and cohorting requirements No ability to support isolation or cohorting requirements No plan for reduction of ward room beds 		<ul style="list-style-type: none"> Robust operational plan for IPAC standards and protocols implementation Identified spaces for isolation and resident cohorting (e.g., beds left vacant) Demonstrated compliance (e.g., with Directive #3) Ongoing education and training for staff on physical infrastructure needed for IPAC implementation Plan for isolation and cohorting requirements Plan for supporting transition/ admission of COVID + and COVID – residents Plan in place for reduction of occupancy/ward room beds 		<ul style="list-style-type: none"> Available isolation rooms / spaces Demonstrated ability to isolate and cohort residents Additional investment in new infrastructure, larger rooms, smaller resident "units" (e.g., on one floor, or small building unit), and dedicated staff; each unit would have all amenities – group dining and recreational activities) Enhanced participation of family and caregivers in innovative visitation models that are IPAC compliant, enabled through physical infrastructure
Choose Your Preparedness Level:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>Unit sizes are 35 residents on non-secured (4) and 20 residents on secured units (2). All units have their own dining rooms that have now been spaced out to ensure physical distancing of two residents per table with Plexiglas divider. Mini-isolation rooms have been designated including palliative care room and if required the auditorium. Renovating the two person bedrooms with a permanent wall built to replace the curtain is being considered for the future. Minimal private rooms impact isolation spaces – currently respite rooms are being used for new admission 14-day</p>					

isolation period and cohorting of staff for suspect cases.

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2H. TESTING Process, capacity and adequate supply of swabs for regular staff surveillance testing in accordance with guidance issued by government Questions to think about: 1. Is the culture in the home supportive of these surveillance strategies? If not, why not? 2. Does the home have the demonstrated capacity to support surveillance strategies?	<ul style="list-style-type: none"> Lack of swab supply Not participating in staff surveillance testing Not in compliance with guidelines 		<ul style="list-style-type: none"> Swabbing policies, procedures and program in place for staff Adherence to swabbing guidelines Swabbing of staff and residents is conducted; screening and reporting for staff symptoms daily Identified lead to comply with data reporting 		<ul style="list-style-type: none"> Strong connection to local / community response table Demonstrated ability to manage swabbing protocols and program
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Ongoing resident symptomatic testing. Bonnechere Manor is completing the twice monthly staff swabbing as per the Provincial Directive with adequate supplies and staff cooperation. Lab capacity in Eastern Ontario remains a concern – typically suspect testing reports take over 48-72 hours and up to a week to receive surveillance reports meaning we are starting 2 nd round of monthly staff testing without 1 st week results back – consequently, the ability to isolate and contact trace is significantly impacted.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
21. OUTBREAK MANAGEMENT Process, protocol and appropriate human resources are in place to respond to, contain and manage an infectious disease outbreak. Questions to think about: 1. Did the home demonstrate the capacity to manage an outbreak during wave one of the pandemic? 2. If the home hasn't had a previous outbreak, are their plans up-to-date? Are they connected to the local community response table? 3. What risks remain in the home should an outbreak occur?	<ul style="list-style-type: none"> • Lack of plan, processes and procedures to support outbreak management • Lack of in-house resources to support outbreak management requirements 		<ul style="list-style-type: none"> • Established outbreak management plan in place • Timely compliance with case reporting and outbreak with PHU • Staff trained on early detection and identification of possible COVID-19 cases • Weekly self-audit completed • Identified lead to comply with data reporting • Relationship to local response/partnership table in place to together manage pathogen outbreaks in the home 		<ul style="list-style-type: none"> • Plan and dedicated in-house resources to support stabilization / prevention of outbreak • Strong connection to community partnerships and external resources • Working with local partners to manage capacity and care as a local integrated system
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) To date Bonnechere Manor has experienced one positive staff case which was isolated and contact traced with no impact to residents or other staff. Protocols, Standard Operating Procedures, education and strong connection with community partners are in place. Renfrew County & District Public Health have provided two IPAC inspections since mid-March and no items of non-compliance have been noted. Lab capacity in Eastern Ontario remains a concern – typically suspect testing reports take over 48-72 hours and up to a week to receive surveillance reports meaning we are starting 2 nd round of monthly staff testing without 1 st week results back – consequently, the ability to isolate and contact trace is significantly impacted.					

3. Partnerships and Sustained Operations

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3A. COMMUNICATIONS Communication and engagement processes and protocols in place for effective and timely communication with residents, staff, partners and families. Questions to think about: 1. What is the culture of leadership in this home? What is the relationship between front line staff, residents and leadership? Between staff and families/residents? 2. Is a robust strategy in place to support a variety of communication mechanisms that are available to all staff, residents and families?	<ul style="list-style-type: none"> No demonstrated strategy in place No demonstrated capacity to support communication strategy Disengaged staff, residents and/or partners 		<ul style="list-style-type: none"> Plans, activities, and communications have been developed in collaboration with residents and families Established communication strategy that demonstrates success in communicating with staff 		<ul style="list-style-type: none"> Strong connection to Community of Practice Strong connection to Resident and Family Councils Strong connection to staff Strong connection to local/community response tables
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Bonnechere Manor has a Communication Plan that includes: communication to residents, families, staff and volunteers are ongoing through different venues such as paper format for most residents and email for families, staff and volunteers as well as ongoing media releases and use of social media. Each staff member has an email account, as well as messaging capabilities through our scheduling software program and paper format on communication boards. Manager/Staff meetings are being held virtually. Director of Long-Term Care Report is produced monthly and shared with residents, families, resident council, family council and staff including unions.					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3B. PARTNERSHIP / MENTORSHIP SUPPORT Partnership and/or mentorship support relationships established with local community partners (e.g., Ontario Health, local Public Health Unit/s, hospital/s, primary care, other). Questions to think about: 1. How is this home connected to their sector partners (i.e., other LTC homes) and their other health system partners?	<ul style="list-style-type: none"> Leadership disconnected from external partners and local tables 		<ul style="list-style-type: none"> Relationship to local response / partnership table in place and leveraged for ongoing support and action planning Attendance at Community of Practice meetings (if available) 		<ul style="list-style-type: none"> Dedicated engagement in a Community of Practice for LTC Strong connections to local/community response table Mentorship in place for leadership team including medical/clinical staff
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>Website is updated with current information for residents, families, visitors and others. Regular communication with residents and their families regarding processes and protocols required for those who are coming on site to the Home (including visitors, as updated based on public health guidance), general updates to our stakeholders as we have learned more about COVID-19, any applicable rules, or any outbreaks; any impact on or change to our program and service delivery. We have been planning for sustainable operations, including impact on our resources and staffing. However it is critical to note that with only three nursing manager, having an IPAC on site 24/7 is impossible as +30% staffing given current shortages. We continue to liaise with our Association, AdvantAge Ontario, about best practices arising from our peers and the broader sector. The Director of Long-Term Care sits on numerous committees with partners: AdvantAge Ontario Municipal Advisory Committee; Clinical Leads – Virtual Triage Assessment Center – Partners include Public Health, Paramedics, Phoenix Center (Mental Health), First Nations Representative, Hospital Representatives from Renfrew Victoria, Pembroke Regional, Arnprior & District and Deep River; COVID-19 Emergency Operations Committee – Partners include County of Renfrew Warden, Chair of Health Committee, Chief Administrative Officer, Medical Officer of Health, Ontario Provincial Police Representative, Garrison Liaison Officer (Military representative) County of Renfrew Leadership Team members including Chief of Paramedics and Deputy Chiefs, as well as Community Relations. Strong partnership with sister Home – Miramichi Lodge; In house support includes Professional Advisory Committee – Partners, Director of Long-Term Care, Nursing Managers, Medical Director, Attending Physicians, Dietitian, Pharmacist and Physiotherapist; Quality Improvement Committee – Partners – Director of Long-Term Care, Management team, Resident representative and family representative. Regular and ongoing communication with other LTCHs in Renfrew County and Eastern Ontario as well as our local Health Unit and Hospitals.</p>					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3C. SUSTAINABILITY Plan for sustainable operations. Questions to think about: 1. How strong is the sustainability plan and what has been the historical capacity to action this plan? 2. How strongly connected is the home and leadership team to external supports and resources?	<ul style="list-style-type: none"> No existing business continuity or operational plans No capacity to action existing plans 		<ul style="list-style-type: none"> Documented plans in place for key factors described above for staffing and IPAC Documented business continuity plan Established IMS structure Engaged/Active board and/or Corporation Strong community linkages 		<ul style="list-style-type: none"> Demonstrated ability to embed and sustain best practices across the organization Demonstrated organizational commitment to excellence, including strategic plan and learning culture Dedicated Quality Improvement resources within the home
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Business Continuity Plan is reviewed minimally annually, and more frequently during the Pandemic with no outstanding items to date. Standard Operating Procedures are in place that support best practices. Bonnechere Manor is an Accredited Home with Exemplary Standing. Quarterly meetings for Quality Improvement supporting the Quality Improvement Plan (QIP) as submitted to Health Quality Ontario, as well as quarterly meetings for ongoing review of the annual Operation Plan to support Bonnechere Manor's Strategic Plan.					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3D. GOVERNANCE AND DECISION-MAKING Clear, reliable and accessible governance and decision-making structures. Questions to think about: <ol style="list-style-type: none"> Existing leadership team competencies and capacity to work collectively with responsibility and accountability? How strongly connected is the leadership team to their corporation and their board-what are those practices like and what is available? How does the leadership team make decisions? How strong is this process? Could it be strengthened? 	<ul style="list-style-type: none"> Lack of authority and/or accountability demonstrated within the home by the leadership team Lack of leadership structures in place to support decision making 		<ul style="list-style-type: none"> Emergency Incident Management System structure in place Leadership and team structures, roles and responsibilities are clear, transparent, and well-documented Demonstrated capacity for data analytics to support decision making 		<ul style="list-style-type: none"> Distributed leadership culture fostered Investment in decision support infrastructure, including data analysts and IT data collection tools Investment in an evidence-based culture that uses data for decision-making Data used for ongoing quality improvement and partnership programs
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) The Director of Long-Term Care reports the Chief Administrative Officer/Clerk, Health Committee and onto County Council. There are clear roles and responsibilities with strong, transparent communication. Meetings have continued in virtual format and available publicly.					

PREPAREDNESS ASSESSMENT

For Long-Term Care Homes

Version 3 – August 10, 2020

Purpose

The Ministry of Long Term Care and Ontario Health have established an ongoing provincial table (LTC Operations Committee) that will focus on providing guidance and solutions for all LTC homes, help support the work of regional tables, guide and support the preparedness planning for LTC home and stabilization of the sector.

Each Ontario Health regional is to establish an OH Regional planning table to work with LTC homes in the region and continue to build partnerships. One of the first steps is to conduct a preparedness assessment and planning exercise by the end of August.

This preparedness assessment for long-term care homes is intended to help homes identify, plan for, and take action on key areas of operational health for near-term stabilization and longer-term improvement, following wave one of the COVID-19 pandemic. This document can be used to help develop and guide policies, procedures, preparedness and response planning by the home, in collaboration with residents, families, the community, and network of health system partners. It can be used as a snapshot in time, but more importantly, as a way to check-in and guide ongoing improvement.

For this baseline assessment the completion of the by the LTC will assist in assessing planning contingencies. LTCHs may draw upon assistance from partners in Public Health, Hospital, Home and Community Care or others to seek input. Each LTCH is accountable to produce the finished assessment.

Alongside this work, the province has set out a commission in LTC to begin work on modernization of the sector.

Timelines

- Please complete and submit the preparedness assessment no later than **August 28, 2020 noon to Shella. Stirling@lhins.on.ca**
- By the **September 10, 2020**, Ontario Health regions will roll up results and provide to the Ministry of Long-Term Care. Preparedness assessments may be conducted again in the future.

Preparedness At-A-Glance

Based on learnings to date there are three key factors of effective preparedness: 1) Human Resources, 2) Infection Prevention and Control, 3) Partnerships and Sustained Operations. Additional factors may be added to the assessment and/or plans as relevant for each LTC home.

Check the box that most closely aligns with the overall level of preparedness for each of the three key factors below (based on the responses on pages 3-20).

Key Factors for Preparedness:

1. Human Resources
2. Infection, Prevention and Control (IPAC)
3. Partnerships and Sustained Operations

	Level 1	Level 2	Level 3	Level 4	Level 5
1. Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Infection, Prevention and Control (IPAC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Partnerships and Sustained Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Description of Levels

In each section below, you are asked to assess the current level of home preparedness on a scale of 1 to 5. Descriptions of levels 1, 3, and 5, as well as guiding questions, are provided for each key factor. Overall, the levels are meant to signify:

Level 1 = home is not prepared and significant improvement and support is needed

Level 3 = home is prepared to a basic level that creates a safe environment for residents and staff (with current resources – near-term stabilization will be reached)

Level 5 = home is highly prepared and connected to a responsive network of health system resources and supports (already at or on its way to “modernization”)

Assumptions

When completing the preparedness assessment, assume that all emergency orders remain in effect and leverage existing direction and guidance. Please see the [Government of Ontario website](#) for a comprehensive summary of COVID-19 orders, directives, memorandums and other resources.

The following list is not exhaustive – other materials may be used/referenced, including guidance materials prepared by Ontario Health Regions.

- Government of Ontario - [COVID-19 LTC Stakeholder Communications web page](#) (also in [French](#))
- Public Health Ontario - COVID-19: IPAC for Long-Term Care Homes and Retirement Homes Readiness Checklist ([English version](#), [French version](#))
- Provincial Infections Disease Advisory Committee – IPAC – Best Practices in IPAC Programs in Ontario ([English version](#), [French version](#))
- Province of Ontario, Ministry of Long-term Care- [LTC covid 19 Commission](#)

Helpful Resources

Preparedness Assessment

Long-Term Care Home:	Miramichi Lodge
Completed By (Name, Title, Organization):	Mike Blackmore, Administrator, County of Renfrew

To complete the assessment: Please review the descriptions of levels 1, 3, and 5 for each preparedness area and check the box for the level (1-5) that most closely aligns with the home's current status. Levels 2 and 4 are provided in case the home falls in between the described levels. Please describe why you selected this level and any additional information you would find helpful to document.

1. Human resources

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1A. LEADERSHIP Appropriate level and capacity of leadership and management in place, including leadership recruitment, development, retention, and support (as relevant). Questions to think about: 1. Has the home demonstrated strong leadership during the pandemic? Have there been changes to leadership? What is their administrative capacity? 2. Does the leadership reach out to local community leaders for support and mentorship? 3. Is there a cohesive culture and communication between leadership and front-line staff? 4. Does the leadership demonstrate empathy, vulnerability, and trust with their residents and staff? 5. Does the leadership demonstrate a growth mindset and foster a culture of distributed leadership and improvement? 6. Is the leadership well supported by the home owner or corporation?	<ul style="list-style-type: none"> • Vacancies exist in leadership positions • Lack of policies and procedures to support recruitment and retention of leadership • Lack of leadership performance standards and oversight • Little experience or training in leadership and management for the Executive Director. • Medical leadership is not visible in decision making of the organization • Little to no training in quality improvement 		<ul style="list-style-type: none"> • No vacancies in leadership team • Governance (e.g., Board) is supportive and responsive to needed changes in leadership • Business continuity plans in place, including cross-training to support succession planning • Leadership development, recruitment and retention plans in place, with focus on appropriate skills or extensive training for existing and new leadership, leveraging mentorship from hospital • IMS structure in place • Medical Director is present at decision making and planning tables. • Staff identify a degree of trust in their leader • Experience in quality improvement 		<ul style="list-style-type: none"> • Appropriate 360 performance review and oversight of leadership, tied to compliance audits as well as governance, staff, resident, and family feedback • Distributed leadership development and training programs in place, to enable greater leadership capacity and business continuity • Leadership is linked with local integrated care system / OHT planning table • Leadership development and recruitment plan is in place, and leverages mentorship from local partners, i.e., hospital • Communities of Practice: LTCH leadership all participate in sharing knowledge / resources amongst themselves (i.e., staff skills in areas such as cognitive impairment, behavioural support training, and palliative care) or contract ongoing with hospital • Continual quality improvement is evident • Staff report high degrees of trust in their leadership team • Business continuity plans are regularly

	<ul style="list-style-type: none"> • Director of care is not present on site • Unclear or inconsistent use of best practice standards 		<ul style="list-style-type: none"> • Director of Care is present on site for shifts • Experience in best practice standards (ie: care for patients exhibiting behavioral issues, Infection control) 		<ul style="list-style-type: none"> • updated • Direct of care is highly engaged and maintains high standards in training and auditing for best practise
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>Miramichi Lodge currently has a full management team that is knowledgeable and engaged, providing strong leadership. The Director of Long-Term Care (DLTC) has 25+ years of LTC experience, the Administrator 25+ years and the Director of Care is 7+ years. Our current leadership and management teams are in place, and we respond to recruitment needs as they arise. Development of leadership and management is an area that we typically do well on such as the current investment in emotional care model training (Butterfly Approach); however, that is currently paused given the competing priorities of the Pandemic. We normally seek opportunities in person or online for our leadership and management to continue to improve their skills and have a process for reviewing and approving requests of leadership and management within an education budget that competes with all 250 staff, including annual mandatory LTCH Act/Regulations- required training.</p> <p>The Administrator collaborates daily with the DLTC who represents long-term on a number of working groups preparing for a second wave. The management team is highly engaged and maintains high standards in training through orientation and the annual mandatory training, as well ongoing auditing for best practices. Quality Improvement Plan as submitted to Ontario Health Quality Council is reviewed and updated quarterly engaging all stakeholders, including Medical Director. Positive annual staff satisfaction surveys, along with minimal union grievances, indicates good staffing relations and trust in leadership. Business continuity plan was reviewed and refreshed with declaration of Pandemic. Compliant with Provincial Directives. County of Renfrew has declared emergency with regular operational center meetings to ensure elected officials and other partners are aware of risks/concerns.</p>					

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1B. HUMAN RESOURCE PLANNING <p>A health human resources plan in place to ensure staffing levels that are appropriate for full-service delivery, including plans for return to work and staffing shortages in the event of emergency and need.</p> <p>The M-LTC will action on decisions for prevention and containment funding, infrastructure and capital and enhance compliance/monitoring/inspections.</p> <p>Questions to think about:</p> <ol style="list-style-type: none"> 1. In the past, what have been the challenges for the home around staffing capacity? How have staffing shortages been managed? 2. Is there a staffing plan that addresses a potential future staffing shortage? 3. Does the home have the ability to draw on additional internal staff ("bench strength") to withstand a staffing emergency? 4. What back-up systems are in place? Does the home have strong relationships to the community to support emergency shortages? 5. Have innovative models or ways to influence the local staffing pool been explored? 	<ul style="list-style-type: none"> • Current staffing shortages • High dependence of agency and part-time staff • Lack of relationships with staffing agencies • Lack of policies and procedures for return to work and work restoration • Limited forecasting of staffing schedule and demands • Staffing ratios are not meeting current standards • No plan in place to increase staffing ratios to accommodate added work during the pandemic (social distancing, in room care, acute medical needs) • No active recruitment is underway • Little to no support for staff regarding resilience building and wellness 		<ul style="list-style-type: none"> • Robust HHR strategy and plan is developed to address staffing, retention, education, and wellness support; may include temporary staff placement from hospital • Plan for emergency staffing shortages has been developed, including strong relationships with external staffing agencies • Increased ratios to support new needs based on IPAC guidelines, i.e., in room feeding, individual exercise programs, deep and more intensive cleaning • Recruitment strategy underway (i.e., recruitment to new staffing ratios and to replace part-time with full-time staffing complements) • Cross-training and orientation programs in place to support existing staff and new hires • Establishing return-to-work and work restoration program for LTC staff 		<ul style="list-style-type: none"> • HHR plan that supports a single employer model and full time employment for staff • Modified staffing ratios in place for acuity of residents and care needs rather than occupancy • Most staff are full-time employees paid at competitive wages • Staff have benefits and support programs • Continuing education opportunities for skill development
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>Staff recruitment and retention requires constant vigilance; we recognize that we are competing with other parts of the health sector that may be perceived as more financially attractive and/or not managing the negative reputation of LTC both pre- and during COVID-19 as a career option. While we have health human resources strategy; our ability to achieve sufficient human resources is constrained by both provincial underfunding of a minimum staffing standard and human resources.</p> <p>Miramichi Lodge experienced staffing shortages pre-COVID and has developed a robust HHR strategy focused on recruitment retention (aging</p>					

workforce), education/support (orientation, annual retraining, mentoring/buddy system, succession planning program etc.). The Provincial Emergency Order allowed for the creation of a 'resident aide' position to assist Personal Support Workers which needs to be maintained as an alternative staffing resource on an ongoing basis. Crossing training of staff has been completed for those interested. The single employer model was put into place prior to the Provincial Directive and also needs to be maintained to reduce COVID spread. Miramichi Lodge is a municipal operated Home with competitive wages and benefits. A wellness support through a Corporate Wellness Committee that includes an Employee Health Coordinator and an external Employee Assistance Program is available. Well established return-to-work program in place. Ongoing relationship and support with the local hospital, Pembroke Regional Hospital is in place. Up-staffing in nursing to cohort for suspect/new admissions, and housekeeping to ensure compliance with IPAC guidelines has been put into place since the beginning of the Pandemic and ongoing, as well as screening and facilitating resident visits. Active recruitment continues on an ongoing basis. Despite that Miramichi Lodge is adequately prepared; there continues to be a shortage of LTC staff, particularly PSWs. This is especially concerning given the need to cohort suspect cases and new admissions. Provincial funding of a 4.0 hrs/resident/day N&PC minimum standard is required now to recruit and retain PSWs, make 'Resident Aide' type positions permanent, and continued support of a single employer model.

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1C. STAFFING SUPPORT Appropriate occupational health, wellness and mental health supports in place for human resources' return to work, attraction and retention. Questions to think about: 1. Does the home have dedicated occupational health resources that are communicated well and encouraged? 2. What is the culture like in the home? Have they had historical challenges with recruitment / retention? 3. Have staffing supports been extended to the home from health system partners? Is this model sustainable?	<ul style="list-style-type: none"> • Mental health and wellness resources not available • Lack of dedicated occupational health resources • Lack of policies and procedures for return to work • Lack of staff recruitment planning 		<ul style="list-style-type: none"> • Established policies, procedures and program for occupational health and wellness • Access to mental health and wellness resources for staffing • Retention strategy developed including full-time employments, training, and competitive wages 		<ul style="list-style-type: none"> • Occupational health program with policies and procedures in place • Effective communication of existing mental health and wellness resources and staff are using them • Retention strategy in place • Investments in longer-term skills training for in-house expertise and best practice skills (part of LTC HR processes going forward) • Staff training in areas such as compassion, communication, and bereavement available
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) We are actively working through our occupational health and safety, wellness and mental health supports in anticipation of a second wave of COVID-19. We offer an employee assistance program. Employees may access basic First Aid onsite and seek out their own services in the community. Renfrew County has established a Virtual Triage and Assessment Centre (VTAC) approach during the Pandemic which has evolved from a focus on COVID-19 testing to include treatment and care of persons particularly for those without a primary care provider. Miramichi Lodge has Health and Safety Standard Operating Procedures that are reviewed minimally annually in partnership with the active Joint Occupational Health and Safety Committee that meet regularly each month. The Home participates as member of Corporate Wellness Committee. EAP available. Our association, AdvantAge Ontario, is offering a 12-week free education series to all employees entitled 'Special COVID Support: Mindfulness'. The Home is in process of implementing emotional care model which is based on emotional intelligence such as compassion and communication. Our current visitor policies aim to reunite residents with their family members in a manner that is consistent with our peers and that addresses the fact that we continue to be in a pandemic; we have prioritized additional staffing and screening accordingly.					

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
10. MEDICAL LEADERSHIP Reliable medical care that is accessible for on-site care. Questions to think about: 1. How has the medical director historically supported the home? 2. Is there a strong partnership between the medical director and administrator / leadership team? 3. Is there a strong virtual plan in place, including trusted clinical relationships in the home to enable virtual care? 4. Is the Medical Director an effective leader for the home? How strongly are they connected to the community resources? Have they undergone leadership and management training? 5. Does the Medical Director maintain best practice training for themselves and the MRP physicians?	<ul style="list-style-type: none"> • Lack of medical care providers • Lack of plan for ongoing delivery of necessary on-site care • Lack of access to or use of virtual care platforms • Poor relationships between Medical Director and clinical on-site staff • Lack of knowledge and application of best practice standards • Little to no connection with medical leaders and partners in the community, such as hospital, public health 		<ul style="list-style-type: none"> • LTC-Medical Director has virtual care program for specialists linked to Hospital in place (Include virtual options and contact chart) • LTC-Medical Director has virtual care model in place to allow effective MRP care • LTC-Medical Director with LTC-Executive Director training staff for proper bedside assessment and SBAR to facilitate virtual care • Effective physician coverage in place for on-site daily presence of physicians- or being recruited for at this time • Effective communication with families and patients in place with LTC Medical Director • Care plans are up-to-date, including palliative care, order sets, and DNR status, including all necessary standing orders for swabbing and treatment • Best practice standards in key areas are up to date and enforced, such as infection prevention and control, palliative care, management of behavioural issues in dementia • Medical Director links in regularly with partners and medical leaders, such as hospitals and public health 		<ul style="list-style-type: none"> • Implementing a LTC administrator (Executive Director) + Medical Director dyad leadership model, with daily onsite medical leadership presence • Demonstrated effective use of virtual care platforms • Staff are trained and capable of supporting virtual care with offsite physician • Dedicated (single home) medical care team with strong community / hospital clinical connections • Continuing medical education mandatory credits for MRPs in essential areas of care, such as infection prevention and control, palliative care, management of behavioural issues in dementia • Medical Director belongs to a community of practise
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) The Miramichi Lodge Medical Director is available to the Home 24/7 with a team of four attending physicians and a number of on-call physicians that all have hospital privileges. Virtual care platform is available (Ontario TeleHealth). In addition, Renfrew County has established a Virtual Triage and Assessment Centre (VTAC) approach during the Pandemic which serves as resource to the Home's medical staff regarding COVID-19.					

Key Factor: Human Resources	Level 1	Level 2	Level 3	Level 4	Level 5
1E. RESIDENTS AND FAMILIES Reunited residents with their families (visitations and family member as supporting caregivers). Questions to think about: <ol style="list-style-type: none"> 1. What communication strategies were in place between the home and family members during wave one of the pandemic? 2. Were communications with residents and families timely, open, and transparent? 3. Does trust need to be restored between the home and families? 4. How involved are families and residents in the planning and implementation of these policies? 5. Is the home adequately resourced and prepared to implement visits that are safe? 	<ul style="list-style-type: none"> • Strategy for visitation not in place or not aligned with the directives • Lack of communication with families and caregivers • Inactive/disengaged Resident and Family Council • Loss of trust between families and the home 		<ul style="list-style-type: none"> • Visitation strategy in compliance with directives • Communication strategy in place for families and residents on policy requirements related to visiting policy • Mechanism in place for timely communications to residents and families, as well as managing concerns and complaints • Identified family members / caregivers for each resident and strategy to sustain visits/contact during wave 2 • Family/caregiver education strategy for PPE and IPAC developed • Plans, activities, and communications are developed in collaboration with residents and families that enable LTC to rebuild trust • Processes and awareness / understanding have been developed for residents and families to share feedback and escalate concerns to LTC leadership and MLTC 		<ul style="list-style-type: none"> • Active/engaged Resident and Family Council involved in visitations • Implementation of regular communication strategy with family members/caregivers • Implementation of plans, activities, and communications in collaboration with residents and families that enable LTC to rebuild trust • Implementation of a virtual family visit model • Residents and families are engaged in co-design of new programs and processes for residents that provide a greater sense of purpose, quality of life, and connection to the community • Training and policies in place to allow for caregivers and families to continue to support care delivery during an outbreak, such as IPAC and PPE training, safety and reporting, liability waivers
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Active Resident & Family Councils. Prior to Pandemic, met in person monthly Resident council meets on a reduced schedule with appropriate socially distancing. Family council current communication is email. The DLTC communicates regularly with residents regarding COVID-19 via hard copy and family members via email. Indoor/Outdoor Visiting Protocols are updated consistent with provincial directives and with input from residents, families and staff. Currently the Home is providing outdoor & indoor visiting, both in specific areas, window visits and as well virtual visits such as Facetime, Skype and Zoom. A newly developed COVID checklist for the addition of external service providers and essential family caregivers					

is being drafted. Education provided to residents and families regarding visits.
Provincial communication needs to be consistent with current provincial directives i.e. 2m physical distancing required during visits.

2. Infection, Prevention and Control (IPAC)

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2A. IPAC LEADERSHIP Dedicated onsite IPAC leads who are present 24/7 who can oversee, reinforce and support proper IPAC responsibilities, protocols and practices to all staff in the home (e.g., O. Reg. 79/10 requires designated lead for training and orientation, however, the lead may not be an IPAC specialist or may be a shared resource across multiple homes but has access to specialized resources in the local hospital, Public Health Ontario regional Communities of Practice and/or the local public health unit). Questions to think about: 1. Are there dedicated, well-trained IPAC leads in place with culture of safety in the home? 2. Does the IPAC lead have the authority to enforce proper practices? 3. Is there a culture of improvement within the home to support sustainable practices?	<ul style="list-style-type: none"> • Lacking dedicated IPAC resource • Lack of IPAC training for lead and staff • Lack of IPAC policies and procedures • Lack of recognition for and authority of IPAC lead 		<ul style="list-style-type: none"> • Dedicated in-house IPAC resource • Trained IPAC leads / champions onsite 24/7 • All staff trained on IPAC with clear policies and procedures • Relationship with external IPAC expertise including hospital and public health • Audit system in place, both internal and external; frequent internal audits led by onsite IPAC leads within the home, layered with less frequent external audits by IPAC experts provided by health system partners • Regular review of all aspects of the hierarchy of control to prevent outbreaks, including maximizing flu vaccination • Ongoing regular on-line and on-site training of staff on IPAC strategies 		<ul style="list-style-type: none"> • IPAC education and training available 24/7 • IPAC Champions across organization • Strong connections to local response table and PHU • Demonstrate culture of Quality Improvement with capacity for sustained implementation of practices
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) One of our Resident Care Coordinators is the designated Infection Prevention and Control Practitioner that meets regularly with the Infection Control Committee (in-house) and as well attends the regional committee meetings. Ongoing audits with front line staff to ensure compliance with best practices. Liaisons with counterpart at our sister Home, Bonnechere Manor. We have an effective relationship with the Renfrew County & District Public Health Unit that provides quick responses to our questions. The local Public Health has provided two recent inspections regarding IPAC practices that have been very positive, in addition to the standard inspections.					

The Province needs to fund a 1.0 FTE IPAC qualified & designated Practitioner instead of adding it to an already full nursing management position.

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
28. IPAC PROTOCOLS AND PRACTICES Consistent, evidence-informed and verified IPAC protocols and practices in place. Questions to think about: 1. Does this home have the policies/processes in place with demonstrated ability to implement/action them and sustain them throughout?	<ul style="list-style-type: none"> Lack of verified IPAC protocols and practices in place. 		<ul style="list-style-type: none"> IPAC policies, procedures and programs in place, in compliance with relevant Directives Demonstrated adherence to IPAC protocols and practices Audit system in place 		<ul style="list-style-type: none"> Continued collaboration with hospital, PHU, PHO Demonstrated capacity to sustain implementation of best practices Dedicated Quality Improvement resources in the home Demonstrated organizational commitment to safety in strategic plan
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Evidence-informed IPAC protocols are in place. In addition, Business Continuity plan, along with appropriate Joint Occupational Health and Safety (JOH&S) Standard Operational Procedures are reviewed and updated as required relevant to Provincial Directives. Active JOH&S committee is involved with review. Quality Improvement Committee continues to meet quarterly. Safe & Healthy Workplace is a pillar within the Miramichi Lodge Strategic Plan. Enhanced Personal Protective Equipment (PPE) training – including donning/doffing, hand hygiene is ongoing. Single room allocation/cohorting is challenging given few private rooms and ongoing human resource shortages. Signage to enhance safe traffic flow and enhanced cleaning and sanitizing protocols have been implemented.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2C. PPE SUPPLY CHAIN Sustainable supply of protective personal equipment (PPE) for staff and for residents and visitors where appropriate. Questions to think about: 1. How connected is the home to a stable supply chain including local partnerships, i.e., hospital? 2. How effective is the communication and audit strategy to ensure sustainable best practices are in place?	<ul style="list-style-type: none"> Lack of PPE supply in place No demonstrated connection to effective supply chain Purchasing of supplies is ad hoc versus anticipatory 		<ul style="list-style-type: none"> Demonstrated compliance with relevant guidelines on use and conservation appropriate for the work and community prevalence of disease Demonstrated adequate PPE supply in place Plan to ensure access to effective Supply Chain Communication strategy to support PPE practices 		<ul style="list-style-type: none"> Collaboration with local integrated planning table/OHT Demonstrated capacity to sustain effective PPE use Shows knowledge in proper levels of PPE based on situation in the patient room, home and community
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) A sustainable supply of PPE has ebbed and flowed throughout the Pandemic to date. It is stabilized at this time however, the increase in family visitors/essential visitors will significantly impact stock of surgical masks. Going forward, we are dependent on a continued supply of PPE coordinated <u>at the provincial level</u> to ensure standards met, best price and equity of distribution versus stockpiles at many individual sites resulting in expiration of supplies and added costs.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2D. IPAC ASSESSMENTS Regular on-site IPAC assessments. Questions to think about: 1. Does the home have an invested, strong IPAC culture including dedicated trained resources and appropriate auditing processes?	<ul style="list-style-type: none"> • Lack of demonstrated IPAC assessments on site • No demonstrated capacity to complete IPAC assessments 		<ul style="list-style-type: none"> • Regular IPAC assessments completed with follow up • Documentation to support practices • Audit strategy in place, both internal and external; frequent internal audits led by onsite IPAC leads within the home, layered with less frequent external audits by IPAC experts provided by health system partners 		<ul style="list-style-type: none"> • Regular IPAC assessments completed with follow up • Documentation to support practice in place • Strong audit system in place 24/7 • On-site education provided regularly • Home demonstrates commitment to culture of safety- open communication, proper authority and accountability, demonstrated commitment in strategic plan
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) IPAC Practitioner on site. Ongoing education and auditing is completed as required and as well two Public Health Inspections specific to COVID-19 have been completed to date with no concerns noted. Safe and Healthy Workplace is a pillar within the Miramichi Lodge Strategic Plan.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2E. IPAC TRAINING Ensuring all staff in the home have “core” IPAC training (e.g., PIDAC Best Practices), and access to on-demand training on IPAC and PPE. Core training includes moments for hand hygiene and appropriate use of PPE for new staff as well as training refresh in donning and doffing of PPE with audits and feedback. Questions to think about: 1. How is this home monitoring staff IPAC compliance and knowledge? 2. What is the culture for quality improvement in this home? Do they have the demonstrated ability to implement and embed practices across the home? How is excellence sustained?	<ul style="list-style-type: none"> No demonstrated training practices in place 		<ul style="list-style-type: none"> Documentation of IPAC training for all staff available Training regularly provided across the home (emphasis on in-person training, not virtual) Strong orientation program in place for new hires 		<ul style="list-style-type: none"> Regular education and training opportunities Dedicated IPAC champions across the home providing audit and education supports Demonstrated commitment to excellence-ability to embed practices and sustain them Dedicated Quality Improvement resources in the home
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) IPAC training is provided on orientation, annually, and supplemental as necessary. Education is provided electronically, through audits, teachable moments/safety huddles and through performance improvement plans. Hand Hygiene – 4 moments education is provided through spot checks on the Home areas.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2F. ENVIRONMENTAL CLEANING Processes, resources and adequate equipment / supplies in place to train and implement best practices for regular environmental cleaning. Ensure an audit and feedback process is in place. Questions to think about: 1. How well-resourced are the environment cleaning teams in the home? Do they feel supported? Do they have bench strength? 2. How does the home create a culture of cleanliness that everyone contributes to? 3. What is the culture of quality improvement to support sustained practices?	<ul style="list-style-type: none"> Not compliant with environmental cleaning requirements 		<ul style="list-style-type: none"> Policies and procedures in place for environmental cleaning Relationship with external partner to support emergency needs Environmental cleaning audit in place Demonstrated compliance Modified staffing ratios (cleaning) to achieve compliance to new standards Deep cleaning conducted when appropriate 		<ul style="list-style-type: none"> Cross-trained staff on environment cleaning practices for additional support Culture of excellence in safety across the organization
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Standard Operating Procedures are in place and available to all staff. Staff are cross-trained regarding environmental cleaning protocols exhibiting a culture of excellence in safety across the Home. Increased staffing resources to facilitate IPAC cleaning protocols implemented during COVID-19.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
<p>2G. PHYSICAL INFRASTRUCTURE, ADDITIONAL PRECAUTIONS, AND ALTERNATIVE BED CAPACITY</p> <ul style="list-style-type: none"> Physical infrastructure that supports and enables IPAC standards and protocols. Options/plan for additional precautions including single room allocation and cohorting that support IPAC practices. Options for alternative bed capacity that protects resident safety and wellbeing and follows IPAC guidelines. <p>The M-LTC will action on decisions for prevention and containment funding, infrastructure and capital and enhance compliance/monitoring/inspections.</p> <p>Questions to think about:</p> <ol style="list-style-type: none"> Does this home's physical structure enable implementation of IPAC standards- if not, how have they mitigated those challenges? What needs to be done further to support these challenges? Does this home have the capacity to ensure proper Isolation protocols are implemented? What about when responsive behaviours and wandering are a consideration? Does this home have a strong plan to reduce/eliminate ward rooms? What more needs to be done? Does the home have the ability to isolate, cohort, and maintain resident safety and quality of the life? 	<ul style="list-style-type: none"> Physical infrastructure does not enable IPAC standards and protocols and no risk mitigation plan is in place No plan for isolation and cohorting requirements No ability to support isolation or cohorting requirements No plan for reduction of ward room beds 		<ul style="list-style-type: none"> Robust operational plan for IPAC standards and protocols implementation Identified spaces for isolation and resident cohorting (e.g., beds left vacant) Demonstrated compliance (e.g., with Directive #3) Ongoing education and training for staff on physical infrastructure needed for IPAC implementation Plan for isolation and cohorting requirements Plan for supporting transition/ admission of COVID + and COVID – residents Plan in place for reduction of occupancy/ward room beds 		<ul style="list-style-type: none"> Available Isolation rooms / spaces Demonstrated ability to isolate and cohort residents Additional investment in new infrastructure, larger rooms, smaller resident "units" (e.g., on one floor, or small building unit), and dedicated staff; each unit would have all amenities – group dining and recreational activities) Enhanced participation of family and caregivers in innovative visitation models that are IPAC compliant, enabled through physical infrastructure
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: (Please describe why you chose the level above.)</p> <p>There are 4 units of 28 beds and 2 units of 27 beds, one of which is secured. The Home has 100 private and 66 basic rooms. Each of the basic rooms share a washroom with another bed. All units have their own dining rooms that have now been spaced out to ensure physical distancing of two residents per table with Plexiglas divider. Two respite beds are maintained vacant to serve as isolation room in the event that one of the 100 private rooms is not available for use. The auditorium is also prepped should an isolation unit be required.</p>					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
2H. TESTING Process, capacity and adequate supply of swabs for regular staff surveillance testing in accordance with guidance issued by government Questions to think about: 1. Is the culture in the home supportive of these surveillance strategies? If not, why not? 2. Does the home have the demonstrated capacity to support surveillance strategies?	<ul style="list-style-type: none"> • Lack of swab supply • Not participating in staff surveillance testing • Not in compliance with guidelines 		<ul style="list-style-type: none"> • Swabbing policies, procedures and program in place for staff • Adherence to swabbing guidelines • Swabbing of staff and residents is conducted; screening and reporting for staff symptoms daily • Identified lead to comply with data reporting 		<ul style="list-style-type: none"> • Strong connection to local / community response table • Demonstrated ability to manage swabbing protocols and program
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Ongoing resident symptomatic testing. Miramichi Lodge is completing the twice monthly staff swabbing as per the Provincial Directive with adequate supplies and staff cooperation. Lab capacity in Eastern Ontario remains a concern – typically suspect testing reports take over 48-72 hours and up to a week to receive surveillance reports meaning we are starting 2 nd round of monthly staff testing without 1 st week results back – consequently, the ability to isolate and contact trace is significantly impacted.					

Key Factor: IPAC	Level 1	Level 2	Level 3	Level 4	Level 5
21. OUTBREAK MANAGEMENT Process, protocol and appropriate human resources are in place to respond to, contain and manage an infectious disease outbreak. Questions to think about: 1. Did the home demonstrate the capacity to manage an outbreak during wave one of the pandemic? 2. If the home hasn't had a previous outbreak, are their plans up-to-date? Are they connected to the local community response table? 3. What risks remain in the home should an outbreak occur?	<ul style="list-style-type: none"> Lack of plan, processes and procedures to support outbreak management Lack of in-house resources to support outbreak management requirements 		<ul style="list-style-type: none"> Established outbreak management plan in place Timely compliance with case reporting and outbreak with PHU Staff trained on early detection and identification of possible COVID-19 cases Weekly self-audit completed Identified lead to comply with data reporting Relationship to local response/partnership table in place to together manage pathogen outbreaks in the home 		<ul style="list-style-type: none"> Plan and dedicated in-house resources to support stabilization / prevention of outbreak Strong connection to community partnerships and external resources Working with local partners to manage capacity and care as a local integrated system
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) To date Miramichi Lodge has experienced one positive staff case which was isolated and contact traced with no impact to residents or other staff. Protocols, Standard Operating Procedures, education and strong connection with community partners are in place. Renfrew County & District Public Health have provided two IPAC inspections since mid-March and no items of non-compliance have been noted. Lab capacity in Eastern Ontario remains a concern – typically suspect testing reports take over 48-72 hours and up to a week to receive surveillance reports meaning we are starting 2 nd round of monthly staff testing without 1 st week results back – consequently, the ability to isolate and contact trace is significantly impacted.					

3. Partnerships and Sustained Operations

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3A. COMMUNICATIONS Communication and engagement processes and protocols in place for effective and timely communication with residents, staff, partners and families. Questions to think about: 1. What is the culture of leadership in this home? What is the relationship between front line staff, residents and leadership? Between staff and families/residents? 2. Is a robust strategy in place to support a variety of communication mechanisms that are available to all staff, residents and families?	<ul style="list-style-type: none"> No demonstrated strategy in place No demonstrated capacity to support communication strategy Disengaged staff, residents and/or partners 		<ul style="list-style-type: none"> Plans, activities, and communications have been developed in collaboration with residents and families Established communication strategy that demonstrates success in communicating with staff 		<ul style="list-style-type: none"> Strong connection to Community of Practice Strong connection to Resident and Family Councils Strong connection to staff Strong connection to local/community response tables
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Miramichi Lodge has a Communication Plan that includes: communication to residents, families, staff and volunteers are ongoing through different venues such as paper format for most residents and email for families, staff and volunteers as well as ongoing media releases and use of social media. Each staff member has an email account, as well as messaging capabilities through our scheduling software program and paper format on communication boards. Manager/Staff meetings are being held virtually. Director of Long-Term Care Report is produced monthly and shared with residents, families, resident council, family council and staff including unions.					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3B. PARTNERSHIP / MENTORSHIP SUPPORT Partnership and/or mentorship support relationships established with local community partners (e.g., Ontario Health, local Public Health Unit/s, hospital/s, primary care, other). Questions to think about: 1. How is this home connected to their sector partners (i.e., other LTC homes) and their other health system partners?	<ul style="list-style-type: none"> Leadership disconnected from external partners and local tables 		<ul style="list-style-type: none"> Relationship to local response / partnership table in place and leveraged for ongoing support and action planning Attendance at Community of Practice meetings (if available) 		<ul style="list-style-type: none"> Dedicated engagement in a Community of Practice for LTC Strong connections to local/community response table Mentorship in place for leadership team including medical/clinical staff
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Website is updated with current information for residents, families, visitors and others. Regular communication with residents and their families regarding processes and protocols required for those who are coming on site to the Home (including visitors, as updated based on public health guidance), general updates to our stakeholders as we have learned more about COVID-19, any applicable rules, or any outbreaks; any impact on or change to our program and service delivery. We have been planning for sustainable operations, including impact on our resources and staffing. However it is critical to note that with only three nursing manager, having an IPAC on site 24/7 is impossible as +30% staffing given current shortages. We continue to liaise with our Association, AdvantAge Ontario, about best practices arising from our peers and the broader sector The Director of Long-Term Care sits on numerous committees with partners: AdvantAge Ontario Municipal Advisory Committee; Clinical Leads – Virtual Triage Assessment Center – Partners include Public Health, Paramedics, Phoenix Center (Mental Health), First Nations Representative, Hospital Representatives from Renfrew Victoria, Pembroke Regional, Arnprior & District and Deep River; COVID-19 Emergency Operations Committee – Partners include County of Renfrew Warden, Chair of Health Committee, Chief Administrative Officer, Medical Officer of Health, Ontario Provincial Police Representative, Garrison Liaison Officer (Military representative) County of Renfrew Leadership Team members including Chief of Paramedics and Deputy Chiefs, as well as Community Relations. Strong partnership with sister Home – Bonnechere Manor; In house support includes Professional Advisory Committee – Partners, Administrator, Nursing Managers, Medical Director, Attending Physicians, Dietitian, Pharmacist and Physiotherapist; Quality Improvement Committee – Partners – Administrator, Management team, Resident representative and family representative. Regular and ongoing communication with other LTCHs in Renfrew County and Eastern Ontario as well as our local Health Unit and Hospitals.					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3C. SUSTAINABILITY Plan for sustainable operations. Questions to think about: 1. How strong is the sustainability plan and what has been the historical capacity to action this plan? 2. How strongly connected is the home and leadership team to external supports and resources?	<ul style="list-style-type: none"> No existing business continuity or operational plans No capacity to action existing plans 		<ul style="list-style-type: none"> Documented plans in place for key factors described above for staffing and IPAC Documented business continuity plan Established IMS structure Engaged/Active board and/or Corporation Strong community linkages 		<ul style="list-style-type: none"> Demonstrated ability to embed and sustain best practices across the organization Demonstrated organizational commitment to excellence, including strategic plan and learning culture Dedicated Quality Improvement resources within the home
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) Business Continuity Plan is reviewed minimally annually, and more frequently during the Pandemic with no outstanding items to date. Standard Operating Procedures are in place that support best practices. Miramichi Lodge is an Accredited Home with Exemplary Standing. Quarterly meetings for Quality Improvement supporting the Quality Improvement Plan (QIP) as submitted to Health Quality Ontario, as well as quarterly meetings for ongoing review of the annual Operation Plan to support Miramichi Lodge's Strategic Plan.					

Key Factor: Partnerships and Sustained Operations	Level 1	Level 2	Level 3	Level 4	Level 5
3D. GOVERNANCE AND DECISION-MAKING Clear, reliable and accessible governance and decision-making structures. Questions to think about: 1. Existing leadership team competencies and capacity to work collectively with responsibility and accountability? 2. How strongly connected is the leadership team to their corporation and their board- what are those practices like and what is available? 3. How does the leadership team make decisions? How strong is this process? Could it be strengthened?	<ul style="list-style-type: none"> • Lack of authority and/or accountability demonstrated within the home by the leadership team • Lack of leadership structures in place to support decision making 		<ul style="list-style-type: none"> • Emergency Incident Management System structure in place • Leadership and team structures, roles and responsibilities are clear, transparent, and well-documented • Demonstrated capacity for data analytics to support decision making 		<ul style="list-style-type: none"> • Distributed leadership culture fostered • Investment in decision support Infrastructure, including data analysts and IT data collection tools • Investment in an evidence-based culture that uses data for decision-making • Data used for ongoing quality improvement and partnership programs
Choose Your Preparedness Level:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: (Please describe why you chose the level above.) The Administrator reports to the Director of Long-Term Care who reports the Chief Administrative Officer/Clerk, Health Committee and onto County Council. There are clear roles and responsibilities with strong, transparent communication. Meetings have continued in virtual format and available publicly.					

September 30, 2020

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Operations Committee**, wish to report and recommend as follows:

INFORMATION

1. Monthly Status Report

Tabled is the Monthly Project Status Report for the information of Committee.

2. Capital Program Variance Report

Tabled is the Capital Program Variance Report for the information of Committee.

3. County Road 517 (Dafoe Road)

On Thursday, August 27, 2020 the Operations Committee Chair, Mr. Peckett, along with County staff Lee Perkins, Director of Public Works and Engineering and Michael Behm, Acting Manager of Infrastructure met on site at County Road 517 with municipal staff and Elected Officials from Township of Madawaska Valley.

In the upcoming years, rehabilitation is planned along County Road 517 as per the County of Renfrew's Asset Management Plan. Discussion on public safety occurred with a review of a section of road approximately 900m between County Road 62 (Combermere Road) and 2840-2914 Dafoe Road (commonly referred to as Madonna House) to be considered for hardened shoulders. The section in question is scheduled for the 2022 construction season.

In accordance to Corporate Policy GA-08 – Active Transportation, Subsection 1.2.1 Asphalt Road Programs "...every effort will be made to maximize the width of the shoulder area without incurring substantial costs to expand the platform width unless the core capital program dictates an expansion to the roadway's platform." From a cursory review on site, it has been determined that hardened shoulders can be installed along County Road 517 to the Madonna House (approximately 850m with 1.0m on each side).

Parking along County Road 62 was also discussed and will be brought forward to the Township of Madawaska Valley Council for a possible resolution. Once a recommendation is received, it will be brought forward for review and direction.

4. County Road 52 (Raglan Street South) Rehabilitation

As Council will recall, the County has a Memorandum of Understanding in place with the Town of Renfrew for the rehabilitation of County Road 52 (Raglan Street South). The Town has recently closed and awarded the tender for this work to Thomas Cavanagh Construction Limited. County staff has been informed by the Town that construction will start in the near future with the Contractor only completing minor works on the Town's water and sewer infrastructure this fall. The remainder of the work, which includes the County's rehabilitation of Raglan Street South, will be completed during the 2021 construction season. This project will be included in the 2021 Capital Budget.

5. Disposal of Surplus Items

The following list of items have been declared surplus and as per past practice were circulated to the local municipalities within the County of Renfrew prior to proceeding to public auction.

Description	Reserve Bid Amount
Dodge Ram 1500 p/u Truck 4x4	\$500
Asphalt Hot Box	\$5,000

The following list of items have previously been offered to the local municipalities and no bids were received. They are now proceeding to public auction.

Description	Starting Bid Amount
Chev Silverado 1500 p/u Truck 2x4	\$700
Dodge Ram 1500 p/u Truck 4x4	\$1,500
Dodge Ram 1500 p/u Truck 4x4	\$1,500

6. Quotations and Tenders

Tabled is a summary of tenders and quotations received in the month of August 2020. Tenders listed have been awarded under the authority of the Director of Public Works & Engineering or the Chief Administrative Officer. In all cases the procurements have followed the processes set out in Corporate Policy GA-01 Procurement of Goods and Services.

7. Fuel Tender – PWO-2014-17

At the August 26, 2020 meeting of County Council, staff was requested to provide further information on how the awarding of the tabled Fuel Tender PWO-2014-17, was determined. An excerpt from the August 2014 report to Operations Committee detailing the tender process, bidders, results and other specifics in support of the recommendation of award is also tabled. The current process for price verification based on the delivery of fuels in the tender is as follows:

- The fuel supplier submits a daily pricing letter (see tabled sample) to the County of Renfrew for fuels based on the tender (Ottawa Rack Price (Natural Resources Canada)) or lower;
- Fuels are delivered by the supplier with a detailed delivery receipt stating the invoices for the delivered product forwarded to the County Administration Building; and,
- The Public Works and Engineering Department verifies the invoice with the delivery receipt and pricing letter for authorization (see tabled sample).

The following are three examples of current County of Renfrew fuel purchases:

Delivery on August 17, 2020 Unleaded Gas

	Pricing in \$'s	Item
County Cost	0.7985	Delivery
County Cost	0.0663	Carbon Tax
County Cost	0.1124	HST
Total County Cost	0.9772	Total
National Resources Canada Average	1.0360	NRCAN AVE (Ottawa) incl. taxes (Unleaded Gas) (Excluding Delivery)

Delivery on August 19, 2020 Diesel "Gold"

	Pricing in \$'s	Item
County Cost	0.7515	Delivery
County Cost	0.0805	Carbon Tax
County Cost	0.1081	HST
Total County Cost	0.9401	Total
National Resources Canada Average	0.9980	NRCAN AVE (Ottawa) incl. taxes (Regular Diesel) (Excluding Delivery)

Delivery on August 21, 2020 Diesel “Dyed”

	Pricing in \$'s	Item
County Cost	0.6365	Delivery
County Cost	0.0805	Carbon Tax
County Cost	0.0932	HST
Total County Cost	0.8102	Total
National Resources Canada Average	0.9980	NRCAN AVE (Ottawa) incl. taxes (Regular Diesel) (Excluding Delivery)

The above procurements followed the requirements set out in Corporate Policy GA-01 – Procurement of Goods and Services--Section 25 – Contract Renewals as outlined below:

“25.1 Where the original contract contains an option to renew or a renewal clause stipulating the provisions of what is acceptable for a renewal, the Director may authorize the renewal without Council approval by by-law provided that:

- a) The supplier’s performance in supplying the goods, services or construction, is considered to have met the requirements of the contract,
- b) The Director agrees that the renewal option is in the best interest of the County, and,
- c) Funds are available in appropriate accounts within the Council approved estimates, including authorized revisions, to meet the proposed expenditure.

The renewal information shall be sent to the appropriate Standing Committee and Council for information.

25.2 Where a contract contains an option for renewal, the authorization from the Director shall include a written explanation to the Chief Administrative Officer as to why the renewal is in the best interest of the County, which shall include comment on the market situation and trend.”

8. PWC-2020-50 – Engineering Services for the Inspection of County Structures

A Request for Proposal (RFP), including terms of reference, was issued to solicit the services of an Engineering Consultant to complete the inspection of 162 County Structures. The work under this RFP was broken into three different Parts as follows:

- A – Standard Biennial Ontario Structure Inspection Manual (OSIM) Inspection of 136 structures;
- B – Enhanced OSIM inspection of 14 structures; and,
- C – OSIM Inspection and Load Posting Evaluation of 12 structures.

The RFP identified that the three Parts of the assignment may be awarded separately to multiple Consultants, or to a single Consultant based on the Evaluation Committee's scoring of each submitted proposal.

The RFP for this assignment was issued to five prequalified Engineering Consultant firms. Proposals were accepted until 4:00 p.m., August 13, 2020 and were received as follows:

1.	HP Engineering Incorporated, Ottawa, Ontario	\$101,473
2.	J.L. Richards & Associates Limited, Ottawa, Ontario	\$102,505
3.	Jewell Engineering Incorporated, Belleville, Ontario	\$153,708
All amounts exclude applicable taxes		

The proposals were evaluated on a range of criteria including understanding of the assignment, capabilities of the project team, previous experience on similar assignments, past performance on County of Renfrew assignments, schedule and cost. The proposal submitted by J.L. Richards & Associates Limited, Ottawa, Ontario was evaluated as the best combination of all factors considered for all Parts of the assignment. Although not the lowest cost proposal, the submittal by J.L. Richards & Associates Limited presented a better understanding of the assignment and a team which has performed well on all past assignments for the County of Renfrew.

Staff has reviewed the costs submitted in the proposal and confirm that there are sufficient funds allocated under the Infrastructure Management budget to complete the project as proposed. Our Committee approved the Proposal PWC-2020-50 as submitted by J.L. Richards & Associates Limited, Ottawa, Ontario for Engineering Services for the Inspection of County Structures in the amount of \$102,505 plus HST.

RESOLUTIONS

9. Speeding and No Parking Signage Resolution – County Road 508 (Calabogie Road)

RESOLUTION NO. OP-CC-20-09-47

Moved by Chair

Seconded by Committee

THAT County Council direct staff to contact the local Ontario Provincial Police (OPP) detachments to coordinate efforts to control speed within the County of Renfrew.

RESOLUTION NO. OP-CC-20-09-48

Moved by Chair

Seconded by Committee

THAT County Council approve that “No Parking” signage be erected on both sides of the road along County Road 508 (Calabogie Road) from Burnstown Road to Dickson Road as well as improved signage at the congested area at Burnstown Beach; AND FURTHER THAT the speed limit remain at 80 km/hr.

Background

Tabled is a Resolution from the Township of McNab/Braeside requesting consideration by the County to have the speed limit lowered on County Road 508 from Burnstown Road to Dickson Road and to also erect “No Parking” signs.

10. Request for Road Assumption – Township of Greater Madawaska

RESOLUTION NO. OP-CC-20-09-50

Moved by Chair

Seconded by Committee

THAT County Council recommend that the County of Renfrew not assume responsibility for Ferguson Lake Road in the Township of Greater Madawaska; AND FURTHER THAT County staff be directed to communicate with Township staff the requirements for assumption.

Background

At the August 26, 2020 meeting, County Council deferred the recommendation of assumption of Ferguson Lake Road and requested a further review due to a discrepancy in the application of the Assessment Summary Table.

Tabled is a letter dated April 16, 2019 from the Township of Greater Madawaska requesting road rationalization for a number of roads--Ferguson Lake Road and sections of Kennelly Mountain Road, Mount St. Patrick and Flat Road. (Reference maps are tabled.)

Due to the seasonal use of Ferguson Lake Road, two separate traffic counts were obtained because it was assumed that winter traffic to and from Calabogie Peaks Resort could possibly skew the tallies. The results from September 2, 2019 (tabled) indicate an Annual Average Daily Traffic (AADT) of 91 vehicles. A second count was conducted on March 9, 2020 (tabled) and the AADT was 90 vehicles.

The Department utilizes the tabled Ontario Good Roads Association (OGRA) Road Rationalization criteria and weighting system in evaluating assumption requests. This document highlights the 12 criteria and associated weightings to assess whether or not a roadway meets upper tier road standards as an urban centre collector or an urban arterial extension. It also identifies a cumulative “cutoff” point rating of 6 for the evaluation process. Using the theory that the road must meet either the criteria for urban centre connector or the criteria for urban arterial extension worth 3 points (Criterion 1), plus all four criteria for traffic speed (Criterion 9), road surfaces (Criterion 10), traffic volumes (Criterion 11) and road right-of-way (Criterion 12) worth a combination of 3 points, or another combination of criteria to have a total weight of 6.

The Assessment Summary below are the results for the roadway. A total of 4.5 was obtained using all criteria as outlined in the OGRA document. Historically, the following three principals have been employed in road rationalization reviews:

- Upper tier roads, that are primary transportation corridors, should provide continuous roadway services throughout the County;
- Upper tier roads should be capable of being upgraded to a reasonable standard, consistent with the service provided; and,
- Upper tier roads should represent the shortest practical route along existing roads and streets.

Township of Greater Madawaska
Assessment Summary

Criterion	Weighting Applied	Weighted Points
1 – Urban Center Connector	3	0
2 – King’s Highway/Upper Tier Connector	2	0
3 – Heavy Industry Service	2	2
4 – Barrier Service	1	0

Criterion	Weighting Applied	Weighted Points
5 – Resort Criterion	1	1
6 – Urban Cell Service	0	0
7 – Urban Arterial Extension	3	0
8 – Rural Cell Service	0	0
9 – Traffic Speed	1	1
10 – Road Surface	0.5	0.5
11 – Traffic Volume	0.5	0
12 – Road Right-of-Way	1	0
TOTALS	15	4.5

BY-LAWS

11. By-law to Regulate Parking on County Road 508 (Calabogie Road)

RESOLUTION NO. OP-CC-20-09-51

Moved by Chair

Seconded by Committee

THAT a By-law be passed at this session of County Council amending By-Law No. 63-20 for the regulation of parking along County Roads to alter a regulation of parking along County Road 508 (Calabogie Road).

Background

The Township of Greater Madawaska closed the Eagle's Nest Lookout Trail with access via County Road 508 (Calabogie Road) in response to the COVID-19 pandemic. A temporary "No Parking" zone was established along County Road 508 (Calabogie Road) in the vicinity of the trail in order to enforce the closure. The Township has requested that the County of Renfrew approve a permanent no parking zone along the south side only of County Road 508 (Calabogie Road). Attached as Appendix I is the Township of Greater Madawaska resolution. In accordance with County By-law No. 63-20, the Township's By-law Enforcement Officer would have authority to enforce the parking restrictions and the Township's Set Fines By-law would be applicable. Staff is in support of the parking restrictions as requested.

Our Committee also directed staff to develop a draft policy on the requirements for installation of solar pedestrian crossings using beacon signals along County roadways.

12. C124 (Cameron Culvert) Property Purchase

RESOLUTION NO. OP-CC-20-09-53

Moved by Chair

Seconded by Committee

THAT a By-law be passed at this session of County Council to acquire Part 1 on Plan 49R-19538 from John Murdoch, Tania Murdoch, and Glenda Lannigan for the sum of five thousand, two hundred, and twenty-five dollars (\$5,225) and to acquire Part 2 on Plan 49R-19538 from Dalton Campbell and Alida Tourian for the sum of two thousand, eight hundred, and twenty-five dollars (\$2,825); AND FURTHER THAT Parts 1 and 2 on Plan 49R-19538 be dedicated as part of the public highway upon registration of the transfer documents.

Background

The replacement of County Structure C124 (Cameron Culvert), located on Usborne Road, 300m north of County Road 1 (River Road), in the geographic Township of McNab, Township of McNab/Braeside, was included in the 2019 construction program. Replacement of the culvert required extension of the north end by 7m in order to properly stabilize the slopes. The County of Renfrew required two parcels of land to facilitate the extension of the culvert are identified as Parts 1 and 2 on the tabled Plan 49R-19538. The work proceeded without acquiring these parcels prior to construction, so the exact limits of the side slopes could be established.

13. County Road 65 (Centennial Lake Road) Transfer of Land

RESOLUTION NO. OP-CC-20-09-54

Moved by Chair

Seconded by Committee

THAT a By-law be passed at this session of County Council to acquire Parts 3 & 4 on Plan 49R-19591 from Earl Thomson for the sum of One Dollar (\$1.00); AND FURTHER THAT Parts 3 & 4 on Plan 49R-19591 be dedicated as part of the public highway upon registration of the transfer documents.

Background

Mr. Earl Thomson is the owner of land adjacent to County Road 65 (Centennial Lake Road) located in Part of Lot 14, Concession 9, in the geographic Township of Matawatchan in the Township of Greater Madawaska. Mr. Thomson has notified the County of Renfrew Public Works and Engineering Department that through a title search, he has found that a portion of Centennial Lake Road remains in his name under the Property Identification Number (PIN). In the interest of both

Mr. Thomson as well as the County's, staff has been working toward having the road transferred to the County. As the subject lands already form a part of the travelled road allowance, no payment will be made for the lands; however, the cost of survey and legal documents would be paid by the County. The property to be transferred to the County is identified as Parts 3 & 4 on the tabled Plan 49R-19591.

14. County Road 508 (Calabogie Road) Acquire Land

RESOLUTION NO. OP-CC-20-09-55

Moved by Chair

Seconded by Committee

THAT a By-law be passed at this session of County Council to acquire Part 2 on Plan 49R-19581 from Patrick Anthony Stanghetta; AND FURTHER THAT Part 2 on Plan 49R-19581 be dedicated as part of the public highway upon registration of the transfer documents.

Background

In the fall of 2019, Mr. Patrick Stanghetta submitted an application for a severance of property along a portion of County Road 508 (Calabogie Road) within part of Subdivision Lot 14, Registered Plan 226, Township of Greater Madawaska. The severed land is to be added to an adjacent property with frontage along County Road 508 (Calabogie Road), owned by Mr. Stanghetta. In order for the severed lands to merge titles with the added lands, it is a condition of consent that the County accept a road widening along Calabogie Road. The property to be transferred to the County is identified as Part 2 on the tabled Plan 49R-19581. All costs associated with the transfer of land will be the responsibility of the applicants.

15. County Road 653 (Chenau Road) Acquire Land

RESOLUTION NO. OP-CC-20-09-56

Moved by Chair

Seconded by Committee

THAT a By-law be passed at this session of County Council to acquire Part 2, Plan 49R-19584 from Ronald Davidson and Glenda Davidson; AND FURTHER THAT Part 2, Plan 49R-19584 be dedicated as part of the public highway upon registration of the transfer documents.

Background

In the spring of 2019, Ronald Davidson and Glenda Davidson submitted an application for a severance of property along a portion of County Road 653 (Chenau Road) within Part of Lot 24, Concession 4, Township of Whitewater Region. The severed land is to be added to an adjacent property with frontage along County Road 653 (Chenau Road), owned by Ronald Davidson and Glenda Davidson. In order for the severed lands to merge titles with the added lands, it is a condition of consent that the County accept a road widening along Chenau Road. The property to be transferred to the County is identified as Part 2 on the tabled Plan 49R-19584. All costs associated with the transfer of land will be the responsibility of the applicants.

16. County Road 6 (Gillan Road) – Road Access Agreement

RESOLUTION NO. OP-CC-20-09-57

Moved by Chair

Seconded by Committee

THAT the Road Access Agreement between Zachary and Katherine Hamel and the County of Renfrew be approved; AND FURTHER THAT a By-law to Authorize Execution of the Road Access Agreement be passed at this session of County Council.

Background

Zachary and Katherine Hamel are the owners of property adjacent to County Road 6 (Gillan Road) in the Township of Horton. In the winter of 2019, the applicants applied for the severance of two new lots. The new lots have been granted on the condition that the applicants enter into an agreement with the County regarding access to County Road 6 due to restrictions in entrance spacing. The new lots are described as Part of Lot 6, Concession 3, in the geographic Township of Horton, shown as Parts 1-4 on Registered Plan 49R-19587. The new lots could not meet the County's requirements for entrance spacing. It is therefore necessary to have a Road Access Agreement identifying the entrance for the lots described above and shown on the tabled Plan 49R-19587. The Road Access Agreement is to be registered and run with the title to the lands so that future owners are aware of the Road Access Agreement.

All of which is respectfully submitted.

T. Peckett, Chair

And Committee Members: D. Bennett, P. Emon, S. Keller, D. Lynch, D. Robinson, J. Visneskie Moore.

Department of Public Works & Engineering
Monthly Project Status Report - August 2020

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	September		
	Whitewater Region													
52	Burnstown Road	1.8km N of Fraser	Graham Avenue	3.12	Rehabilitation	100%	100%	100%	March	April	June	August		
	Horton													
52	Burnstown Road/Raglan St. S	Graham Avenue	Hwy 60 (Combes Street)	1.20	Rehabilitation						September	2021	MOU with Town of Renfrew. The Town will be doing underground work in 2020. Asphalt and curb work to be completed in 2021.	
	Horton & Renfrew												Tendered with Road 508 (Calabogie Road)	
65	Centennial Lake Road	Chimo Road North	Black Donald Road	4.01	Rehabilitation	100%	100%	100%	April	April	July	August		
	Greater Madawaska													
67	Simpson Pit Road	Mask Road	Byers Creek Road	2.06	Rehabilitation	100%	100%	100%	April	May	September	September		
	Killaloe, Hagarty and Richards													
508	Black Donald Road	County Road 65	County Road 508 (Calabogie Road)	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%	100%	July	July	August	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	100%	100%	100%	July	July	September	September		
	Active Transportation - Various Locations				Rehabilitation	100%	100%	100%						
	Traffic Signals - CR51 and CR26				Upgrades	N/A	N/A	100%	July	July	September	September		
	Traffic Signals - CR51 and CR16				Upgrades	N/A	N/A	100%	July	July	September	September		
	Traffic Signals - CR51 and CR55				Upgrades	N/A	N/A	100%	July	July	September	September		
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION														
B008	Sylvester Power's Bridge	Admaston/Bromley (Kennelly Road)			Rehabilitation	100%	100%	100%	March	April	July	September		
B026	Old Highway 62 Bridge	Laurentian Valley (Borne Road)			Rehabilitation/Replacement	100%	100%	100%	January	April	July	September		
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	September	October		
B203	Petawawa River Bridge	Petawawa (Petawawa Blvd)			Flood Repairs	100%	100%	100%	2019	2019	January	February		
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	September	September		
C013	Bromley Culvert	Admaston/Bromley (Foy Road)			Replacement	100%	100%	100%	February	March	September	October		
C036	Halliday Creek Culvert	Greater Madawaska (Halliday Creek Road)			Replacement	100%	100%	100%	February	March	August	September		
C041	Osceola Culvert	Admaston/Bromley (Micksburg Road)			Rehabilitation	100%	100%	100%	2019	2019	July	September		
C046	O'Neil Culvert (South Fork)	Admaston/Bromley (Pine Valley Road)			Replacement	100%	100%	100%	February	March	July	August		
C048	Egan Culvert	Admaston/Bromley (Egan Line Road)			Replacement	100%	100%	100%	February	March	August	August		
C159	Gutz Culvert	Whitewater (CR 7, Foresters Falls Road)			Replacement	100%	100%	100%	March	April	July	September		
C222	Pleasant Valley Steel Arch	Whitewater (Pleasant Valley Road)			Replacement	90%	100%	90%					Postponed until 2021, Design requires Eng review	
C300	Wolfe Road Twin Pipes	Bonnechere Valley (Wolfe Road)			Replacement	100%	100%	90%					Postponed until 2021, Design requires Eng review	
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	50%	0%	0%						
B095	Hyland Creek Bridge	Greater Madawaska (Hyland Creek Road)			Design for Rehab./Replace	50%	0%	0%						
B240	Fourth Chute Bridge	Bonnechere Valley (Fourth Chute Road)			Design for Rehab./Replace	50%	0%	0%						
B319	Bucholtz Bridge	Laurentian Valley (CR 58, Round Lake Road)			Design for Rehab./Replace	50%	0%	0%						
C058	Constant Creek Culverts	Greater Madawaska (Ferguson Lake Road)			Design for Rehab./Replace	90%	10%	10%					Internal Design	
C099	Colton Creek Bridge	Greater Madawaska (Matawatchchan Road)			Design for Rehab./Replace	50%	0%	0%						
C116	Dunlop Crescent Culvert	Head, Clara & Maria (Dunlop Crescent)			Design for Rehab./Replace	50%	0%	0%						
C142	Quade Creek Culvert	North Algona Wilberforce (Burchat Road)			Design for Rehab./Replace	100%	10%	20%					Internal Design	
C197	Etmanskie Swamp Culvert	Madawaska Valley (CR 62, John Street)			Design for Rehab./Replace	90%	10%	10%					Internal Design	
C201	Broomes Creek Culvert	Whitewater (CR7, Foresters Falls Road)			Design for Rehab./Replace	50%	100%	30%						
C252	Vanerploegs Culvert	McNab/Braeside (Russett Drive)			Design for Rehab./Replace	90%	10%	10%					Internal Design	

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

OPERATIONS TENDERS										
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	Ongoing for Operational Maintenance & Capital Projects
2	Street Sweeping	Winter/Debris Removal	1	Equipment	March	April	April	May	June	Complete
3	Catch Basin/MH Hole Cleaning	Winter/Debris Removal	1	Equipment	March	April	April	May	June	Complete
4	Roadside Brushing	Tree/Brush Removal	1	Equipment	February	June	June	Junly	November	Ongoing
5	Sign Post Tender	Sign Installation Hardware	1	Material	March	July	July	August	August	In process of Tendering
6	Weed Control	Wild Parsnip/Poison Ivy	5	Equipment/Material	Complete	2019	2019	July	July	Complete
7	Signs &Traffic Control Equipment	Road Signage	1	Material	May	June	June	July	July	Awarded - Awaiting delivery
8	Winter Sand	Winter Abrasives	1	Supply/Delivery/Process	May	June	July	August	October	Awarded - Awaiting delivery
9	Loader Rental	Winter Operations	1	Equipment	July	August	August	November	April	Preparing Tender
12	Culverts	Drainage	1	CSP/HDPE	February	March	April	May	November	Complete
13	Equipment Rental	Construction Equipment	1	Various	March	March	March	March	November	Complete
14	Fuel	Diesel/Gas/Coloured Diesel	1	Materials	Contract	Renewal	August	August	August	Seeking pproval
15	AVL Service Renewal	Automatic Vehicle Location	1	Application/Network/Data	May	May	June	June	June	Complete
16	Shouldering	Granular/Sealing	1	Material/Installation	June	July	August	September	September	In process of Tendering
17	Calcium Chloride	Winter Operations	1	Material	July	July	July	August	April	In process of Tendering
EQUIPMENT TENDERS										
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		Awaiting delivery
2	LDT (Light Duty Truck(s))	(2-4x4)/(1-4x2)	3	Replace	May	June	June	November		Re-tendered COVID19 - Awaiting delivery
3	Asphalt Hot Box	Diesel	1	Replace	March	June	June	September		Awaiting Delivery
4	Line Painting Machine	Manual	1	Replace	March	May	June	July		Complete
5	Sweeper - Attachment	Tractor Mounted	1	Replace	March	June	June	July		Awaiting delivery
6	Mowers - Attachments	Tractor Mounted	2	Replace	March	June	June	July		Complete
7	Equipment Refurbishment(s)	As per Spring Inspection	Varies	Existing	Inspection	February	February	October		In process
8	AVL (Automatic Vehicle Location)	AVL/Telematics	Varies	New	May	June	May	October		Complete
HOUSING										
Tender	Location	Type	Type	Design	Tender	Award	Start	Complete	Status/Comments	
1	Roof & Building Repairs - Truck Bays	Cobden Patrol	Construct	Rehabliitation	April	July	August	September	November	Pending Award
2	Foundation Repairs - Sand/Salt Domes	Cobden Patrol	Construct	Rehabilitation	Complete	May	June	June	July	Complete
3	Roof Structure/Membrane- Sand Dome	White Water Road Patrol	Construct	Rehabilitation	Complete	April	June	June	August	Ongoing
4	Roof Structure/Membrane- Sand Dome	Southwest Patrol	Design	Rehabilitation	N/A	March	April	April	November	Ongoing
5	Roof Structure/Membrane- Salt Dome	Southwest Patrol	Design	Rehabilitation	N/A	March	April	April	November	Ongoing
ROAD MAINTENANCE AGREEMENTS/FACILITY AGREEMENTS										
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				Ongoing
4	Contractor	County Road 635	2019	Winter Road Maintenance	July	Annual				Ongoing

2020 CAPITAL PROGRAM - ROADS/BRIDGES

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	June Projected	July Projected	August Projected	Variance
1	River Road <i>McNab/Braeside</i>	Toner Road	Mast Road	2.06	500,000	500,000	500,000	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	810,000	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	710,463	710,463	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	1,208,279	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	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	557,217	557,217	0	-557,217
65	Centennial Lake Road <i>Greater Madawaska</i>	Chimo Road North	Black Donald Road	4.01	890,930	890,930	915,226	915,226	915,226	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	491,444	491,444	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	183,863	183,863	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	1,650,640	1,800,000	1,800,000	149,360
515	Palmer Road <i>Brudenell, Lyndoch & Raglan</i>	Latchford Bridge N Exp Int	Guiney Road	2.33	630,298	630,298	830,262	830,262	830,262	830,262	199,964
515	Quadeville Road <i>Brudenell, Lyndoch & Raglan</i>	Kargus Road	1400 Quadeville Road	5.58	1,199,700	1,199,700	1,024,319	1,024,319	1,024,319	1,024,319	-175,381
	Scratch Coat Paving	Various Locations			695,564	695,564	695,564	695,564	620,221	620,221	-75,343
	Active Transportation	Various Locations			150,000	150,000	150,000	150,000	150,000	150,000	0
25	Town of Petawawa	Emergency Culvert Replacement			0	0	53,000	53,000	53,000	53,000	53,000
ROAD RECONSTRUCTION/REHABILITATION TOTALS				35.77	11,186,388	10,894,734	10,538,477	10,538,477	10,612,494	10,055,277	-1,131,111
Bridge/Culvert Reconstruction/Rehabilitation											
Structure #	Structure Name	Location		2020 BUDGET	April Projected	May Projected	June Projected	July Projected	August Projected	Variance	
B008	Sylvester Power's Bridge	Admaston/Bromley (Kennelly Road)		600,000	600,000	600,000	600,000	600,000	600,000	0	
B026	Old Highway 62 Bridge	Laurentian Valley (Borne Road)		700,000	682,447	682,447	682,447	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	1,683,388	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	1,179,977	1,179,977	1,179,977	379,977	
B203	Petawawa River Bridge	Petawawa (Petawawa Blvd)		700,000	700,000	700,000	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	2,171,038	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	2,750,000	2,750,000	2,750,000	0	
C003	Moores Creek Culvert	Admaston/Bromley (CR5, Stone Road)		50,000	50,000	50,000	50,000	50,000	50,000	0	
C013	Bromley Culvert	Admaston/Bromley (Foy Road)		252,000	252,000	252,000	252,000	252,000	252,000	0	
C036	Halliday Creek Culvert	Greater Madawaska (Halliday Creek Road)		234,000	234,000	234,000	234,000	234,000	234,000	0	
C041	Osceola Culvert	Admaston/Bromley (Micksburg Road)		350,000	350,000	350,000	350,000	350,000	350,000	0	
C046	O'Neil Culvert (South Fork)	Admaston/Bromley (Pine Valley Road)		342,000	342,000	342,000	342,000	342,000	342,000	0	
C048	Egan Culvert	Admaston/Bromley (Egan Line Road)		235,000	235,000	235,000	235,000	235,000	235,000	0	
C159	Gutz Culvert	Whitewater (CR 7, Foresters Falls Road)		300,000	300,000	300,000	300,000	300,000	300,000	0	
C222	Pleasant Valley Steel Arch	Whitewater (Pleasant Valley Road)		200,000	0	0	0	0	0	-200,000	
C300	Wolfe Road Twin Pipes	Bonnechere Valley (Wolfe Road)		200,000	0	0	0	0	0	-200,000	
	General Bridge Repairs	20-LAND	20-NOPROJ	200,000	120,144	120,144	120,144	120,144	120,144	-79,856	
C124	Cameron Culvert Emergency Repairs	McNab/Braeside (Usborne Street)		0	0	0	0	50,000	50,000	50,000	
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION TOTALS				10,463,000	11,270,017	11,649,993	11,649,993	11,699,993	11,699,993	1,236,993	
Roads/Bridge/Culvert Future Engineering											
Structure #	Structure Name	Location		2020 BUDGET	April Projected	May Projected	June Projected	July Projected	August 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	40,000	40,000	40,000	0	
B095	Hyland Creek Bridge	Greater Madawaska (Hyland Creek Road)		20,000	20,000	20,000	20,000	20,000	20,000	0	
B240	Fourth Chute Bridge	Bonnechere Valley (Fourth Chute Road)		40,000	40,000	40,000	40,000	40,000	40,000	0	
B319	Bucholtz Bridge	Laurentian Valley (CR 58, Round Lake Road)		48,000	48,000	48,000	48,000	48,000	48,000	0	
C058	Constant Creek Culverts	Greater Madawaska (Ferguson Lake Road)		60,000	25,000	25,000	25,000	25,000	25,000	-35,000	
C099	Colton Creek Bridge	Greater Madawaska (Matawatchan Road)		28,000	28,000	28,000	28,000	28,000	28,000	0	
C116	Dunlop Crescent Culvert	Head, Clara & Maria (Dunlop Crescent)		40,000	40,000	40,000	40,000	40,000	40,000	0	
C142	Quade Creek Culvert	North Algona Wilberforce (Burchat Road)		22,500	15,000	15,000	15,000	15,000	15,000	-7,500	
C197	Etmanskies Swamp Culvert	Madawaska Valley (CR62, John Street)		30,000	17,000	17,000	17,000	17,000	17,000	-13,000	
C201	Broomes Creek Culvert	Whitewater (CR7, Foresters Falls Road)		200,000	216,754	216,754	216,754	216,754	216,754	16,754	
C252	Vanderploegs Culvert	McNab/Braeside (Russett Drive)		20,000	15,000	15,000	15,000	15,000	15,000	-5,000	
FUTURE ENGINEERING TOTALS				548,500	504,754	504,754	504,754	504,754	504,754	-43,746	
Safety Devices											
	CR51 & CR26 (Petawawa)	Traffic Signal Upgrades		67,000	67,000	67,000	67,000	67,000	67,000	0	
	CR51 & CR16 (Petawawa)	Traffic Signal Upgrades		67,000	67,000	67,000	67,000	67,000	67,000	0	
	CR51 & CR55 (Petawawa)	Traffic Signal Upgrades		67,000	67,000	67,000	67,000	67,000	67,000	0	
SAFETY DEVICES TOTALS				201,000	201,000	201,000	201,000	201,000	201,000	0	
CAPITAL PROGRAM TOTAL:				22,398,888	22,870,505	22,894,224	22,894,224	23,018,241	22,461,024	62,136	

PWO-2020-07 – Steel Sign Posts

1.	BMR Manufacturing Incorporated, Campbellford, ON	\$22,991.41
2.	UCC Industries International Incorporated, Pickering, ON	\$23,059.53
3.	Boyd's Sign's Limited, Pembroke, ON	\$26,997.75
All amounts exclude applicable taxes		

The total cost for this contract is \$22,991.41 plus HST. The County of Renfrew's portion of the tender will be in the amount of \$15,351.62 plus HST. Sufficient funds are provided for in the 2020 Departmental Budget. The material purchased under this quotation is placed into inventory and charged out when used for specific activities. This amount includes the cost of the six Municipalities participating.

PWO-2020-09 – Supply & Delivery of Winter Sand – Calabogie Patrol, Township of Greater Madawaska and Town of Arnprior Patrol Garages

1.	R.G.T. Clouthier Construction Ltd., Pembroke, ON	\$143,229.76
2.	B.R. Fulton Construction Ltd., Renfrew, ON	\$205,999.00
All amounts exclude applicable taxes		

Section TC-25.1 of the contract documents states that the Corporation reserves the right to award on a line item bases. The Tender line item #1 – Goshen Patrol Part "A" has been awarded to R.G.T. Clouthier Construction in the amount of \$10,192.00 excluding taxes.

In accordance with section TC-25.3 the Town of Arnprior and the Township of Greater Madawaska shall award their portion of the contact as contained in Part B and Part C of the Tender Documents.

PWO-2020-10 – Supply & Delivery of Winter Sand – Southwest Patrol Garage

1.	G.P. Splinter Forest Products Ltd., Pembroke, ON	\$14,256.00
All amounts exclude applicable taxes		

PWO-2020-11 – Supply & Delivery of Winter Sand – White Water Patrol Garage

1.	G.P. Splinter Forest Products Ltd., Pembroke, ON	\$11,340.00
2.	R.G.T. Clouthier Construction Ltd., Pembroke, ON	\$12,888.00
All amounts exclude applicable taxes		

PWO-2020-12 – Loader Rental – Four (4) Locations

	Part A- <u>Goshen</u>	Part B- <u>Calabogie</u>	Part C- <u>Cobden</u>	Part D- <u>Southwest</u>
1.	Paul Neil, Arnprior ON	No bid	No bid	No bid
2.	Bonnechere Excavating Inc., Renfrew ON	\$17,375.00	\$16,750.00	\$17,375.00
3.	United Rentals Inc., Ottawa ON	\$31,500.00	\$31,500.00	\$31,500.00
4.	J.R. Brisson, Vars ON	\$31,550.00	\$31,550.00	\$34,850.00
All amounts exclude applicable taxes				

The quotation has been awarded to the lowest bidder for each Patrol.

PWO-2020-13 – Supply & Delivery of Inhibited Calcium Chloride

1.	Morris Chemical, a division of Dalee Dust Control Ltd., Lakefield, ON	\$18,240.00
All amounts exclude applicable taxes		

PWO-2020-30 – Shouldering on County Road 13 (Mountain Road) – Cobden Patrol

1.	Bonnechere Excavating Inc., Renfrew, ON	\$23,100.00
2.	G.P. Splinter Forest Products Ltd., Pembroke, ON	\$25,260.00
3.	Greenwood Paving (Pembroke) Ltd., Pembroke, ON	\$37,680.00
All amounts exclude applicable taxes		

PWO-2020-31 – Shouldering on County Road 51 (Petawawa Blvd) – White Water Road Patrol

1.	G.P. Splinter Forest Products Ltd., Pembroke, ON	\$21,050.00
2.	Bonnechere Excavating Inc., Renfrew, ON	\$22,900.00
3.	Greenwood Paving (Pembroke) Ltd., Pembroke, ON	\$26,400.00
All amounts exclude applicable taxes		



**Public Works & Engineering
Department**

**CONTRACT DOCUMENTS
PWO-2014-17**

**Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil, and
Above Ground Storage Tanks**

July 2014

CONTRACT REVIEW CHECKLIST
MUNICIPAL CORPORATION OF THE COUNTY OF RENFREW

Guidelines for Tenderers – This is NOT a Contract Document

Tenderers are solely responsible for the regularity of their own bids. However, to assist Tenderers, the Corporation advises all Tenderers to review their bids with the following questions in mind:

Form of Tender – Part II of the Tender

1. Have your firm's name and address been completed on Page A-8? ☐
2. Has your firm's total Tender price been filled in, in Section FT-3.3 on Page A-9? ☐
 - is it in words?
 - is it in numbers?
 - do the words and the numbers agree?
3. Has the Tender been signed properly? ☐
 - corporation – sign and seal
 - partnership – two partners sign and witness signs
 - sole proprietorship – owner signs and witness signs
4. Has EACH ITEM in the Schedule of Prices been completed? ☐
5. Have the subtotals been entered? ☐
6. Has the total been entered? ☐
7. Does the total in the Schedule of Prices agree with the total in Section FT-3.3? ☐
8. Have any strikeouts or changes been made to the Schedule of Prices? ☐
If so, have they been initialled? ☐

Tender – General

9. Have all the documents been completed in ink or in type? ☐
10. Has your firm checked to see that it has received all Addenda? ☐
11. Have all Addenda been submitted with the Tender documents? ☐
12. Has your firm used the Corporations forms and envelope to bid? ☐
13. Has your firm obtained and reviewed all Tender Documents? ☐

CONTRACT REVIEW CHECKLIST
MUNICIPAL CORPORATION OF THE COUNTY OF RENFREW

- | | | |
|-----|--|--------------------------|
| 14. | Has your firm ensured that the bid is NOT QUALIFIED by any restrictive statements written in the documents by your firm? | <input type="checkbox"/> |
| 15. | Have <u>any</u> changes (overwritings, strikeouts, erasures, etc.) been initialled by the Tenderer? | <input type="checkbox"/> |
| 16. | Has the tenderer registered with the County of Renfrew? | <input type="checkbox"/> |

Tender – Deposit

- | | | |
|-----|--|--|
| 17. | Has the Tender deposit been included? | <input type="checkbox"/> |
| 18. | Is the Tender deposit for the correct amount? | <input type="checkbox"/> |
| 19. | If the Tender deposit is a cheque, has it been certified? | <input type="checkbox"/> |
| 20. | Has an Agreement to Bond been inserted with the Tender? | <input type="checkbox"/> |
| 21. | Has the Agreement to Bond been completed by the bonding company?
Has it been signed and sealed? | <input type="checkbox"/>
<input type="checkbox"/> |
| 22. | Does the envelope identify the Tender # and Your Firm's Name? | <input type="checkbox"/> |
| 23. | Is the envelope sealed? | |



PUBLIC WORKS & ENGINEERING DEPARTMENT

REQUEST FOR TENDERS/QUOTATIONS

SEALED TENDERS/QUOTATIONS on forms supplied by the Public Works & Engineering Department and placed in a sealed envelope will be received by the undersigned until **2:00 p.m. Thursday, July 31, 2014** for the following:

**PWO-2014-17 Supply & Delivery of Diesel Fuel,
Gasoline, Heating Oil, and Above
Ground Storage Tanks**

Fax submissions or any other electronic submissions are not acceptable. A Public Bid Opening will be held immediately following closing time.

The lowest or any tender/quotation will not necessarily be accepted and the County reserves the right to award any portion of these tenders.

For further information please contact:

Connie Roesner
Operations Secretary
croesner@countyofrenfrew.on.ca

Steven P. Boland, C.E.T, LEL
Director of Public Works & Engineering
sboland@countyofrenfrew.on.ca

County of Renfrew
Public Works & Engineering Department
9 International Drive
Pembroke, ON K8A 6W5
Phone: 613-732-4353
Toll Free: 800-273-0183

CONTENTS

Section A	Tender	White
Section B	Form of Agreement.....	Blue
Section C	Not part of this Tender	Pink
Section D	Special Provisions – General	Pink

**THE CORPORATION
OF THE
COUNTY OF RENFREW
PUBLIC WORKS & ENGINEERING
DEPARTMENT**

**Contract PWO-2014-17
Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil, and
Above Ground Storage Tanks**

Tenderer's Name	Total Tender Amount (From Page A-9)
	\$ _____ (Includes 13% HST)

SECTION A
TENDER
(White)

TENDER

PART I	TENDER CALL.....	A-1
PART II	TENDER CONDITIONS	A-2 to A-7
TC-1	Completion and Submission of Tenders	A-2
TC-2	Tender Deposit.....	A-2
TC-3	Agreement to Bond	A-2
TC-4	Addenda	A-2
TC-5	Irregular Tenders.....	A-3
TC-6	Unbalanced Tenders.....	A-3
TC-7	Collusion	A-3
TC-8	Right to Accept or Reject Tenders.....	A-3
TC-9	Contract Documents.....	A-3
TC-10	Errors, Omissions and Discrepancies in the Contract Documents	A-4
TC-11	Irrevocability of Offer.....	A-4
TC-12	Successful Tenderer - Bonds	A-4
TC-13	Successful Tenderer - Workplace Safety & Insurance Board Certificate of Clearance	A-4
TC-14	Occupational Health & Safety	A-4
TC-15	Successful Tenderer - Execution of Form of Agreement	A-5
TC-16	Successful Tenderer - Insurance	A-5
TC-17	Successful Tenderer – Period of Contract	A-5
TC-18	Successful Tenderer – Time for Completion	A-5
TC-19	Successful Tenderer - Liquidated Damages	A-5
TC-20	Successful Tenderer - Submission of Documentation.....	A-5 to A-6
TC-21	Pricing	A-6
TC-22	Successful Tenderer – Commencement of the Work	A-6
TC-23	Tax Status.....	A-6
TC-24	Basis of Award.....	A-6
TC-25	Price Adjustment.....	A-7
TC-26	Approximate Quantities	A-7
TC-27	Prompt Payment Discount	A-7
TC-28	Delivery Requirements	A-8
TC-29	Aboveground Tanks.....	A-8
PART III	FORM OF TENDER	A-8 to A-15
FT-1	Contract Documents.....	A-8
FT-2	Tenderer's Declarations	A-8
FT-3	Tenderer's Offer.....	A-9
FT-4	Schedule of Prices	A-9 to A-13
FT-5	Occupational Health & Safety Statutory Declaration	A-14
FT-6	Accessibility Declaration	A-15

PART I TENDER CALL

Sealed Tenders are invited for the execution of the works described herein.

Contract Number **PWO-2014-17**

Described as **Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil, and
Above Ground Storage Tanks**

Tenders shall be addressed to:

**Director of Public Works & Engineering
The Municipal Corporation of the County of Renfrew
Public Works & Engineering Department
9 International Drive
Pembroke ON K8A 6W5**

(Hereinafter the Corporation)

Tenders shall be received **until 2:00 p.m. local time, Thursday, July 31, 2014**, in the office of the Director of Public Works & Engineering at the address given above.

Tenders received by the time, date and at the location specified above, shall be opened and read in public, as soon as possible after that time. **Public reading of a Tender does not imply any decision by the Corporation on whether a Tender is or is not irregular.**

PART II **TENDER CONDITIONS****TC-1** **Completion and Submission of Tenders**

- 1.1 This document is a Public Tender. The Tenderer is hereby advised that financial and all other pertinent information related to this Contract may be made publicly available by the Corporation.
- 1.2 The Tenderer shall complete all documents pertaining to this Contract in ink or in type.
- 1.3 If the Tenderer is a Corporation, an authorized officer of the Corporation shall sign the Form of Tender and shall affix the Corporate Seal.
- 1.4 If the Tenderer is a partnership, a minimum of two partners shall sign the Form of Tender and the signatures shall be witnessed.
- 1.5 If the Tenderer is a sole proprietorship, the sole proprietor shall sign the Form of Tender and the signature shall be witnessed.
- 1.6 The Tenderer shall submit their Tender by the date and time specified in Part I of the Tender.
- 1.7 The Tenderer shall submit to the Corporation:
- a. the Tender and
 - b. all Addenda issued by the Corporation, with respect to this Contract.
- 1.8 The Tenderer shall submit the Tender on the forms and in the envelope provided by the Corporation and the Tenderer shall seal the envelope. Bids received in an envelope other than the County supplied Tender Envelope, shall not be accepted.

TC-2 **Tender Deposit**

- 2.1 A Tender Deposit is not required for this Contract.

TC-3 **Agreement to Bond**

- 3.1 An Agreement to Bond is not a requirement of this Tender.

TC-4 **Addenda**

The Tenderer shall ensure that its name and address for receipt of Addenda are included on the Corporation's list of firms to whom Addenda to this Contract, if any, are to be sent. Inclusion on the Corporation's list does not absolve the Tenderer of its responsibilities set out in Section TC-9.1 of the Tender.

TC-5 Irregular Tenders

- 5.1 The Corporation shall be the sole judge of whether or not a Tender is irregular.

TC-6 Unbalanced Tenders

- 6.1 The Tenderer shall not submit an unbalanced Tender.
- 6.2 The Corporation shall have the right to:
- a. deem a Tender to be unbalanced and
 - b. reject a Tender, which it deems to be unbalanced.

TC-7 Collusion

- 7.1 The Tenderer shall not engage in collusion of any sort and in particular, shall:
- a. ensure that no person or other legal entity, other than the Tenderer, has any interest in the Tenderer's Tender, and
 - b. prepare their Tender without any knowledge of comparison of figures with or arrangement with any other person or firm preparing a Tender for the same work.

TC-8 Right to Accept or Reject Tenders

- 8.1 Notwithstanding any other provision in this Contract, the Corporation shall have the right to:
- a. accept any Tender;
 - b. reject any Tender, and
 - c. reject all Tenders.
- 8.2 Without limiting the generality of Section TC-8.1 the Corporation shall have the right to:
- a. accept an irregular Tender;
 - b. accept a Tender which is not the lowest Tender, and
 - c. reject a Tender even if it is the only Tender received by the Corporation.
- 8.3 Acceptance of the Tender shall occur at the time the Corporation awards the Tender and not necessarily at the time the award is communicated to the successful Tenderer.

TC-9 Contract Documents

- 9.1 The Contractor shall obtain and review all Contract Documents listed in the Form of Tender and all addenda issued by the Corporation, pertaining to this Contract.

TC-10 **Errors, Omissions and Discrepancies in the Contract Documents**

- 10.1 If the Tenderer finds any errors or omissions in or discrepancies among the Contract Documents, they shall immediately notify the Corporation at the address specified in Part I of the Tender.
- 10.2 No oral explanation or interpretation by any person shall modify any of the Contract Documents.

TC-11 **Irrevocability of Offer**

- 11.1 The Tenderer shall not revoke its offer until after the expiration of sixty (60) calendar days after the opening of the Tenders by the Corporation.
- 11.2 If the Tenderer revokes its offer prior to the expiration of sixty (60) calendar days after the Tender Opening, the Tenderer shall forfeit their Tender Deposit but this shall not prohibit the Corporation from pursuing any other legal remedy which it may have.

TC-12 **Successful Tenderer – Bonds**

Performance Bonds and Labour and Material Payment Bonds are not a requirement of this Tender.

TC-13 **Successful Tenderer - Workplace Safety & Insurance Board Certificate of Clearance**

- 13.1 The successful Tenderer shall provide the Corporation with a valid Workplace Safety and Insurance Board Certificate of Clearance, to the satisfaction of the Corporation's Solicitor.

TC-14 **Occupational Health and Safety**

- 14.1 The Successful Tenderer will submit a statement of work and worker safety procedures to be implemented to fulfil the requirements of the Occupational Health and Safety Act (OHSA) including, but not limited to:
- (a) A copy of the corporate safety policy and manual;
 - (b) Safety risk assessment including specific worker safety training required for this project;
 - (c) Procedure for responding to and reporting of accidents (personal or traffic);
 - (d) Workplace safety and insurance record;
 - (e) Safety association affiliations; and
 - (f) Summary of how conformance with OHSA will be applied to employees and subcontractors.

TC-15 **Successful Tenderer - Execution of Form of Agreement**

- 15.1 The successful Tenderer shall execute, in duplicate, the Form of Agreement provided in the Contract Documents.
- 15.2 The successful Tenderer shall forward the executed Form of Agreement to the Corporation.

TC-16 **Successful Tenderer - Insurance**

- 16.1 The successful Tenderer shall provide the Corporation with an original Certificate of Insurance, in a format satisfactory to the Corporation's Solicitor.
- 16.2 The Contractor shall carry insurance pursuant to Section OPS GC 6.03 of the General Conditions as modified herein in the amount of at least **FIVE MILLION DOLLARS (\$5,000,000)**.
- 16.3 The Contractor shall carry Liability Insurance, pursuant to Section OPS GC 6.03 of the General Conditions as modified herein, which names the following as additional named insured:
 The Municipal Corporation of the County of Renfrew
 9 International Drive
 Pembroke ON K8A 6W5

The Corporation is herein deemed to include the local Municipality, Consultants and Project Managers designated to act as Agent of the County for this project.

TC-17 **Successful Tenderer – Period of Contract**

- 17.1 This contract covers the period from September 1, 2014 until August 30, 2019 (five years) and may be extended for additional one (1) year periods, subject to satisfactory service, price, terms and conditions. Extensions are to be mutually acceptable and subject to a continued requirement by the Corporation, and budgetary approval. Should a mutual Agreement not be reached, it will be the prerogative of the County to call new Tenders.

TC-18 **Successful Tenderer – Time for Completion**

- 18.1 Not a requirement of this Procurement.

TC-19 **Successful Tenderer - Liquidated Damages**

- 19.1 Not a requirement of this Procurement.

TC-20 **Successful Tenderer - Submission of Documentation**

- 20.1 The successful Tenderer shall submit the documentation required by Sections TC-12, TC-13, TC-14, TC-15 and TC-16 within seven (7) working days of the day the Corporation notifies the successful Tenderer that the documentation should be sent to the Corporation.

- 20.2 If the successful Tenderer fails to comply with Section TC-19.1, the Corporation may, in its sole discretion, withdraw its acceptance of the Tender and the Tenderer shall have no recourse whatsoever against the Corporation.

TC-21 **Pricing**

- 21.1 Price quoted shall be the net cost to the Corporation and shall include all associated costs (i.e. labour, equipment, applicable licences and permits) and all other associated costs required to perform the service to the complete satisfaction of the Corporation.
- 21.2 Prices quoted shall remain firm for the period of the Agreement.
- 22.3 Unit prices Tendered shall remain firm for the duration of the Agreement.

TC-22 **Successful Tenderer – Commencement of the Work**

- 22.1 The successful Tenderer shall not commence the work until it has received a Commence Work Order issued by the Corporation.
- 22.2 The successful Tenderer shall commence the work within Seven (7) working days of the issuance of the Commence Work Order by the Corporation.

TC-23 **Tax Status**

- 23.1 The price quoted shall be in Canadian funds and shall include all duty, custom clearances and all other charges now in force.
- 23.2 The Harmonized Sales Tax (HST) shall be extra to the unit prices quoted.

TC-24 **Basis of Award**

- 24.1 It is the Corporation's intent to award on a total aggregate price as Tendered; however, the County reserves the right to award on a line item basis, to the lowest responsive bidders, if deemed to be in the best interest of the Corporation.
- 24.2 The Corporation reserves the right to disqualify any Tender that is incomplete or is otherwise not submitted in strict accordance with the terms and conditions set forth in this Contract. The Corporation reserves the right to accept or reject any or all Tenders, should it be deemed to be in the best interest of the Corporation. Should only one (1) Tender be received, the Corporation reserves the right to reject it.
- 24.3 Tenders received from independent agencies will only be considered if their return Tender documents include a letter from a recognized major oil company (e.g. Esso, Petro Canada, Shell, Sunoco, etc.) guaranteeing a source of supply for the period of this contract. A confirmation letter from an Oil Broker, Agent, etc., will not be accepted.

- 24.4 This contract includes the supply of fuel to local municipalities within the County of Renfrew. Each local municipality reserves the right to accept or reject any or all of those portions of the tender applicable to that municipality.
- 24.5 In responding to this request for tenders, all bidders agree to supply and deliver the products included in this tender to the local municipalities within the County of Renfrew at the unit prices indicated by the bidder.

TC-25 **Price Adjustment**

- 25.1 The price paid to the Contractor for Diesel Fuel, Heating Oil, and Gasoline shall be the Daily Ottawa Rack Price, published by Natural Resources Canada, less discount, plus firm delivery charge as Tendered in the price schedule, plus Federal Excise Tax, plus Provincial Road Tax, temperature corrected to 15 degrees Celsius.
- 25.2 Price adjustments imposed by the Federal or Provincial Government will be effective on the date(s) indicated by the respective government agency.
- 25.3 It shall be the responsibility of the Contractor to regularly (daily) advise the Corporation by E-Mail or FAX of the current reference price.

TC-26 **Approximate Quantities**

- 26.1 Where approximate or estimated quantities are indicated in the Request for Tender document, it is for the sole purpose of comparing Tenders only. While these quantities have been carefully prepared in light of past experience and anticipated future requirements, the Corporation is not bound to accept these quantities.
- 26.2 The successful tenderer shall not be entitled to any adjustment to the unit prices bid as a result of variations in the quantities of the fuel supplied.

TC-27 **Prompt Payment Discount**

- 27.1 A prompt payment discount may be offered but it will not be taken into consideration in the award of this contract. Suppliers are encouraged to offer a cash discount for prompt payment. Cash discounts offered in a reasonable amount for payment within a reasonable time (i.e. not less than fifteen (15) working days) will be taken. Such discounts are not used in the ranking of bids.
- 27.2 A Prompt Payment Discount of _____% is offered for payment within _____ working days, following receipt of the invoice and receipt/acceptance of the goods/services, to the satisfaction of the County, whichever date is later.

TC-28**Delivery Requirements**

28.1 This Tender has been called to cover the supply of the fuels and lubricants to all sites as listed. All prices must be quoted **F.O.B. DESTINATION (DELIVERED)**.

State delivery time after receipt of order: _____

State minimum delivery quantity: _____

TC-29**Aboveground Tanks**

29.1 The successful bidder agrees to supply storage equipment (above ground tanks complete with dispensing pumps) for the duration of this contract.

PART III **FORM OF TENDER****FT** **Tenderer Information**

Company Name: _____

Address: _____

City/Province/Postal Code: _____

Phone Number: _____ Fax Number: _____

Contractor's Signature_____
Business Partner's Signature
(only if required by TC-1)_____
Witness's Signature
(only if required by TC-1)

Corporate Seal (if applicable)

FT-1 **Contract Documents**1.1 The Contract Documents for Contract **PWO-2014-17** are:

- a. Tender
 - i. Part I.....Tender Call
 - ii. Part IITender Conditions
 - iii. Part IIIForm of Tender
- b. Special Provisions – General
- b. All Addenda Issued Pertaining to this Contract

FT-2 **Tenderer's Declarations**

- 2.1 The Tenderer declares that it has obtained and read the Contract Documents.
- 2.2 The Tenderer declares that it understands and agrees to be bound by the Contract Documents.
- 2.3 Without limiting the generality of Section FT-2.2, the Tenderer declares that it has, at the time of Tendering, fulfilled all of those obligations under the Contract, which are required to be fulfilled by the time of Tendering.
- 2.4 The Tenderer declares that all information, which it has provided or will provide to the Corporation is true.

FT-3 **Tenderer's Offer**

- 3.1 The Tenderer offers to do the work in accordance with the Contract Documents.
- 3.2 The Tenderer offers to do the work and to accept payment at the unit prices specified in the Schedule of Prices in Section FT-4 of the Tender, in accordance with the Contract Documents.
- 3.3 The Tenderer's total Tender Price, based on the estimated quantities in the Schedule of Prices is:
- \$ _____
(price in words)
- _____
- (\$ _____)
(price in numbers)

FT-4 **Schedule of Prices**

- 4.1 The Schedule of Prices attached is Section FT-4.2 of the Tender and is composed of page(s) A-9 to A-
- 4.2 The following table summarizes all Tender costs.
- | | |
|--|----------|
| Annual Tank Rental Cost | \$ _____ |
| Annual Fuel/Gasoline Costs (Products A, B, C, D) | \$ _____ |
| Total Tender Amount | \$ _____ |
- 4.3 The following tables comprise the Schedule of Prices.

PRODUCT A – DIESEL FUEL, CLEAR, ULTRA LOW SULPHUR NO. 2

Reference Price List: Natural Resources Canada

Sample Pricing for Tender Evaluation

Ottawa Daily Rack as of June 24, 2014	\$ _____ 0.915
Firm Discount or Mark-up	\$ _____
Sub Total	\$ _____
Plus Federal Excise Tax	\$ _____ 0.04
Plus Provincial Fuel Tax	\$ _____ 0.143
Plus Delivery Cost	\$ _____
PRODUCT COST PER LITRE	\$ _____
13% HST (extra)	\$ _____

PRODUCT B – DIESEL FUEL, COLOURED, ULTRA LOW SULPHUR NO. 2

Reference Price List: Natural Resources Canada

Sample Pricing for Tender Evaluation

Ottawa Daily Rack as of June 24, 2014	\$_____ 0.915
Firm Discount or Mark-up	\$_____
Sub Total	\$_____
Plus Federal Excise Tax	\$_____ 0.04
Plus Provincial Fuel Tax	\$_____ 0.00
Plus Delivery Cost	\$_____
PRODUCT COST PER LITRE	\$_____
13% HST (extra)	\$_____

PRODUCT C – FURNACE FUEL OIL

Reference Price List: Natural Resources Canada

Sample Pricing for Tender Evaluation

Ottawa Daily Rack as of June 24, 2014	\$_____ 0.910
Firm Discount or Mark-up	\$_____
Sub Total	\$_____
Plus Federal Excise Tax	\$_____ 0.00
Plus Provincial Fuel Tax	\$_____ 0.00
Plus Delivery Cost	\$_____
PRODUCT COST PER LITRE	\$_____
13% HST (extra)	\$_____

PRODUCT D --REGULAR UNLEADED GASOLINE

Reference Price List: Natural Resources Canada

Sample Pricing for Tender Evaluation

Ottawa Daily Rack as of June 24, 2014	\$_____ 0.912
Firm Discount or Mark-up	\$_____
Sub Total	\$_____
Plus Federal Excise Tax	\$_____ 0.10
Plus Provincial Gasoline Tax	\$_____ 0.147
Plus Delivery Cost	\$_____
PRODUCT COST PER LITRE	\$_____
13% HST (extra)	\$_____

CORPORATION OF THE COUNTY OF RENFREW
TENDER
FT-4.2 SCHEDULE OF PRICES

CONTRACT NUMBER PWO-2014-17

The following table specifies the monthly rental costs for above ground tanks.

Tank Location	Tank Capacity & Frequency	Estimated Annual Usage (Litres)	Grade	Monthly Tank Rental Cost	Rental Period	Annual Tank Cost (monthly cost x 12)
South West Patrol Garage 6096 Palmer Road Palmer Rapids ON	9,000 litres (as required)	60,000	Diesel Fuel, Clear, Ultra Low Sulphur No.2 (Product A)	\$ _____	12 months	\$ _____
South West Patrol Garage 6096 Palmer Road Palmer Rapids ON	2,200 litres (as required)	4000	Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	\$ _____	12 months	\$ _____
South West Patrol Garage 6096 Palmer Road Palmer Rapids ON	2,200 litres (as required)	35,000	Regular Unleaded Gasoline (Product D)	\$ _____	12 months	\$ _____
Calabogie Patrol Garage 758 Mill Street Calabogie ON	9,000 litres (as required)	20,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$ _____	12 months	\$ _____
Calabogie Patrol Garage 758 Mill Street Calabogie ON	2,200 litres (as required)	2,000	Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	\$ _____	12 months	\$ _____
Calabogie Patrol Garage 758 Mill Street Calabogie ON	2,200 litres (as required)	8,000	Regular Unleaded Gasoline (Product D)	\$ _____	12 months	\$ _____
Cobden Patrol Garage 81 Main Street Cobden ON	9,000 litres (as required)	60,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$ _____	12 months	\$ _____
Cobden Patrol Garage 81 Main Street Cobden ON	2,200 litres (as required)	4,000	Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	\$ _____	12 months	\$ _____
Cobden Patrol Garage 81 Main Street Cobden ON	2,200 litres (as required)	35,000	Regular Unleaded Gasoline (Product D)	\$ _____	12 months	\$ _____

Goshen Patrol Garage 1460Lochwinnoch Road, Renfrew, ON	9,000 litres (as required)	40,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Goshen Patrol Garage 1460Lochwinnoch Road, Renfrew, ON	2,200 litres (as required)	3,000	Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	\$_____	12 months	\$_____
Goshen Patrol Garage 1460Lochwinnoch Road, Renfrew, ON	2,200 litres (as required)	30,000	Regular Unleaded Gasoline (Product D)	\$_____	12 months	\$_____
Pembroke Patrol Garage 556 White Water Road, Pembroke, ON	9,000 litres (as required)	60,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Pembroke Patrol Garage 556 White Water Road, Pembroke, ON	2,200 litres (as required)	4,000	Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	\$_____	12 months	\$_____
Pembroke Patrol Garage 556 White Water Road, Pembroke, ON	2,200 litres (as required)	35,000	Regular Unleaded Gasoline (Product D)	\$_____	12 months	\$_____
Renfrew Ambulance Base 450 O'Brien Rd. Renfrew, ON	4,500 litres (as required)	30,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Eganville Ambulance Base 49A Bonnechere St. E Eganville, ON	4,500 litres (as required)	30,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Deep River Ambulance Base 37 Banting Dr. Deep River, ON	4,500 litres (as required)	30,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Arnprior Ambulance Base 91 Meehan St. Arnprior, ON	4,500 litres (as required)	30,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
Barry's Bay Ambulance Base 18 Billings St. Barry's Bay, ON	4,500 litres (as required)	30,000	Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	\$_____	12 months	\$_____
	Sub Total					\$_____
	HST (13%)					\$_____
	TOTAL ANNUAL TANK RENTAL					\$_____

The following table illustrates the supply of fuel including delivery.

Grade	Estimated Annual Usage	Unit Cost (Per Litre)	Total Fuel Cost (product cost x estimated annual usage)
Diesel Fuel, Clear, Ultra Low Sulphur No. 2 (Product A)	600,000 litres	\$ _____	\$ _____
Diesel Fuel, Coloured, Ultra Low Sulphur No. 2 (Product B)	50,000 litres	\$ _____	\$ _____
Furnace Fuel Oil (Product C)	40,000 litres	\$ _____	\$ _____
Gasoline, Regular Unleaded (Product D)	150,000 litres	\$ _____	\$ _____
Sub Total			\$ _____
HST (13%)			\$ _____
TOTAL ANNUAL FUEL COST			\$ _____

Tenderer's Initials

This offer is made this _____ day of _____, 2014.

Signature of Witness
(Only if required by TC-1)

Signature of Tenderer

(Print name in full)

FT-5 Occupational Health and Safety Statutory Declaration

WSIB Firm Number _____

In submitting this tender/quotation, I/we, on behalf of _____
certify the following: (legal name of company)

- a) I/We have a health and safety policy and will maintain a program to implement such policy as required by clause 25 the *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1, as amended (the "OHSA").
- b) For this Contract, as constructor, I/we will fulfil the specific requirements of O.Reg. 213/91, Construction Projects, as amended.
- c) With respect to the services being offered in this tender/quotation, I/we and our proposed subcontractors, acknowledge the responsibility to, and shall:
 - (i) fulfil all of the "employer" obligations under the OHSA and ensure that all work is carried out in accordance with the OHSA and its regulations;
 - (ii) ensure that adequate and competent supervision is provided as per the OHSA to protect the health and safety of workers;
 - (iii) provide information and instruction to all employees to ensure they are informed of the hazards inherent to the work and understand the procedures for minimizing the risk of injury or illness; and
 - (iv) ensure all work is carried out in accordance with the Occupational Health and Safety legislation.
- d) As employer and constructor for this project, I/we agree to take every precaution reasonable in the circumstances for the protection of worker health and safety, as required under the OHSA.

Dated at _____ this day of _____, 2014.

(Authorized Signing Officer)_____
(Title)

FT-6 **Accessibility Declaration**

In submitting this tender/quotation, I/we, on behalf of _____
certify the following: (legal name of company)

- a) I/We have an Accessibility Plan (OR that I/We are in the process of creating an Accessibility Plan) and will maintain a program to implement such a plan as required by Part 1, Section 4 of the *Accessibility For Ontarians With Disabilities Act*, 2005 (AODA).
- b) For this Contract, «FT6_AS_CONSTRUCTOR», I/we will fulfil the specific requirements of Ontario Regulation 191/11, as outlined in the *Accessibility For Ontarians With Disabilities Act*, 2005 (AODA).
- c) I/We have viewed the County of Renfrew Multi-year Accessibility Plan located at: <http://www.countyofrenfrew.on.ca/documents/human-resources/minutes/AccessibilityPlan2013.pdf>
- d) With respect to the services being offered in this tender/quotation, I/we and our proposed subcontractors, acknowledge the responsibility to, and shall:
 - (i) fulfill all of the “employer” obligations under the AODA and ensure that all work is carried out in accordance with the AODA and its regulations;
 - (ii) view the ‘*Providing Accessible Customer Service, PART 1*’, video at the following link in its entirety (located near bottom of page) in accordance with Accessible Customer Service Standard, Ontario regulation 429/07: <http://www.mcass.gov.on.ca/en/mcass/programs/accessibility/customerService/>; and
 - (iii) ensure all work is carried out in accordance with the *Accessibility For Ontarians With Disabilities Act*.
- e) As employer and «FT6_AS_CONSTRUCTOR» for this project, I/we agree to make every reasonable effort in terms of accessible customer service, as required under the AODA, Accessible Customer Service Standard, Ontario regulation 429/07.

Dated at _____ this day of _____, 2014.

(Authorized Signing Officer)

(Title)

SECTION B

FORM OF AGREEMENT
(Blue)

This Form of Agreement witnesses that a Contract was made as of the _____ day of _____, 2014.

BETWEEN:

Company Name

Company Address

(after this called the "Contractor")

AND:

**The Municipal Corporation of the County of Renfrew
9 International Drive
Pembroke ON K8A 6W5**

(after this called the "Corporation")

AND WITNESSES that the Contractor and the Corporation agree as follows:

FA-1 The Contractor shall perform the following work:

Contract Number: **PWO-2014-17**

Described As: **Supply & Delivery of Gasoline, Diesel Fuel & Above Ground Tank Rentals**

FA-2 The Contractor shall perform the work in accordance with the Contract Documents listed in the Tender, including the following Addenda:

Addenda no. _____ dated _____, 2014

FA-3 The Corporation shall pay the Contractor in accordance with the unit prices listed in **FT-4, Schedule of Prices**, pursuant to the Contract Documents.

FA-4 The provisions of the Contract Documents, shall attribute to the benefit of and be binding upon the Contractor and the Corporation and their respective heirs, legal representatives, successors and assigns.

FA-5 Acceptance of the Contractor's offer by the Corporation and execution of this Agreement by the Contractor, shall constitute a legally binding Agreement between both parties.

IN WITNESS WHEREOF the Contractor has executed this Form of Agreement in the manner required by the Tender.

CONTRACTOR'S SIGNATURE

BUSINESS PARTNER'S SIGNATURE
(only if required by TC-1)

WITNESS'S SIGNATURE
(only if required by TC-1)

Corporate Seal (if applicable)

MUNICIPAL CORPORATION OF THE
COUNTY OF RENFREW

PETER E. EMON, WARDEN

County's Corporate Seal

W. JAMES HUTTON, CAO/CLERK

SECTION C

SUPPLEMENTAL GENERAL CONDITIONS

NOT APPLICABLE TO THIS CONTRACT

SECTION D

SPECIAL PROVISIONS – GENERAL

(Pink)

SECTION D INDEX
SPECIAL PROVISIONS - GENERAL

PART I	SPECIAL PROVISIONS – GENERAL.....	D-1 to D-4
SPG-1	Specifications for Diesel Fuel	D-1
SPG-2	Specifications for Gasoline-Regular Unleaded.....	D-1
SPG-3	Specifications for Furnace Fuel Oil	D-1
SPG-4	Specifications for Aboveground Fuel Storage Tanks	D-1
SPG-5	Delivery Locations.....	D-1
SPG-6	Material Safety Data Sheet (MSDS).....	D-2
SPG-7	Occupational Health & Safety	D-2
SPG-8	Workplace Safety and Insurance Board (WSIB)	D-2 to D-3
SPG-9	Material Handling and Hoisting.....	D-3
SPG-10	Permits	D-3
SPG-11	Applicable Legislation	D-3
SPG-12	Liabilities	D-3
SPG-13	Workplace Hazardous Materials Information System (WHMIS)	D-3
SPG-14	Contingency Plan	D-4
SPG-15	Safety Regulations	D-4

PART I **SPECIAL PROVISIONS – GENERAL**

SPG-1 **Specifications for Diesel Fuel**

- 1.1 Product must meet all current Municipal, Provincial and Federal Standards for Diesel Fuel.

SPG-2 **Specifications for Gasoline-Regular Unleaded**

- 2.1 Gasoline shall conform to National Standard of Canada, CAN/C.G.S.B.-3.5-M99. The gasoline shall also contain the additive package that is formulated for a "Keep Clean" level of detergency, for control of deposits in electronic fuel injectors. Suppliers may be asked to provide this level of performance through demonstration by actual vehicle or engine test data.
- 2.2 All standards and regulations referenced herein are to be considered part of the Tender documents.

SPG-3 **Specification for Furnace Fuel Oil**

Product must meet all current Municipal, Provincial and Federal Standards for Furnace Fuel Oil.

SPG-4 **Specifications for Aboveground Fuel Storage Tanks**

- 4.1 Equipment to comply with all applicable ULC, CSA, TSSA and any other relevant Municipal, Provincial and Federal Regulations. All aboveground fuel storage tanks shall be designed and installed to prevent leaks and to contain any leaks and/or spillage.
- 4.2 The supplier shall be responsible for all costs associated with the installation of the aboveground tanks, including all electrical connections to the electrical supply points at the County, Towns and Townships facilities.
- 4.3 All aboveground fuel tanks shall be supplied with electric fuel pump and resettable meters.
- 4.4 Fuel measurement devices (i.e: Dip sticks) calibrated for the storage tank shall be provided for each storage tank.

SPG-5 **Delivery Locations**

- 5.1 Delivery of fuel shall be to all storage tanks placed throughout the County of Renfrew.

SPG-6 **Material Safety Data Sheet (MSDS)**

- 6.1 The supplier shall provide a MSDS for the initial shipment, for each type of fuel delivered. The supplier shall provide updated MSDS information annually and as product characteristics change.

SPG-7 **Occupational Health & Safety**

- 7.1 Bidders should note that where the provisions of the Province of Ontario's Occupational Health and Safety Act, R.S.O. 1990, c. O.1, as amended and Regulations there under, apply to the services to be provided under a Contract resulting from this Request for Tender, all of the responsibilities and obligations imposed upon the "constructor" under this Act must be assumed by the bidder. All costs for services/materials required to fulfil these obligations shall be included in the Contract price quoted. Should the Municipality become aware of any violations of this Act and Regulations, a notification will be made to the appropriate authorities. Where so warranted work could be suspended or indeed terminated without cost to the Municipality.
- 7.2 The Contractor shall fulfil all of its obligations in compliance with the Occupational Health and Safety Act, and further agrees to take responsibility for any health and safety violation that may occur. Furthermore, if the Municipality (or any of its council members or employees) shall be made a party to any charge under the Occupational Health and Safety Act in relation to any violation of the said Act, arising out of this contract, the Contractor shall indemnify and save harmless the Municipality from any and all charges, fines, penalties and costs that may be incurred or paid by the Municipality.

SPG-8 **Workplace Safety and Insurance Board (WSIB)**

- 8.1 The Contractor shall pay to the appropriate Provincial Board/Commission, all assessments and levies owing to the Board/Commission, in respect to any resulting contract and any unpaid assessments or levies shall be the sole responsibility of the Contractor.
- 8.2 Prior to commencing work, Contractors required to be registered in Ontario, must provide evidence of compliance with the requirements of the Province of Ontario, with respect to workers' compensation insurance.
- 8.3 Out-of-province Contractors are not exempt from having to register and must comply with the requirements of the Workplace Safety and Insurance Board of Ontario (WSIB). Prior to commencing work, out-of-province Contractors not required to be registered in Ontario shall provide:
- a. written confirmation from the Workplace Safety and Insurance Board of Ontario, stating the Contractor is not required to be registered in Ontario and
 - b. evidence of compliance with the requirements of the province or territory of the place of business, with respect to workers compensation insurance.

- 8.4 At any time during the term of the Contract, when requested by the Owner, the Contractor shall provide such evidence of compliance by himself/herself and his/her Sub Contractors. Failure to provide satisfactory evidence in respect to workers compensation insurance, shall result in payment being held until satisfactory evidence of compliance has been received by the Principal.

SPG-9 **Material Handling and Hoisting**

- 9.1 The Contractor is responsible for all material handling and hoisting applicable to the performance of this Contract, at no cost to the County.

SPG-10 **Permits**

- 10.1 The Contractor is responsible for all utility clearances, other permits and inspections applicable to the performance of this Contract, at no cost to the County.

SPG-11 **Applicable Legislation**

- 11.1 All Municipal, Provincial and Federal acts, laws and legislation, which apply to this service, shall be strictly adhered to by the Contractor during the performance of the Contract.

SPG-12 **Liabilities**

- 12.1 The Contractor, in delivering gasoline/diesel fuel under the Contract, shall protect property so that no damage is done. In the event damage does occur, the Contractor shall make good the same to the satisfaction of the County.
- 12.2 Should the Contractor fail to make good the damage, the County may have the damage repaired and deduct the cost of same from monies then or thereafter owing the Contractor.

SPG-13 **Workplace Hazardous Materials Information System (WHMIS)**

- 13.1 It is the responsibility of all suppliers in compliance with WHMIS legislation, to clearly identify on all shipping documents, whether the commodity is/is not a WHMIS classified product.
- 13.2 All controlled products classified under WHMIS legislation must bear a WHMIS supplier label, in accordance with the regulatory requirements. Any classified product (and its containers) that are unlabeled in the foregoing manner, will not be received by the County.
- 13.3 It is the responsibility of all suppliers in compliance with WHMIS legislation, to provide by shipment/destination/batch, a current Material Safety Data Sheet (MSDS) to County users, of those controlled products.

SPG-14 **Contingency Plan**

- 14.1 The successful bidder will be responsible for making satisfactory delivery arrangements, including a contingency plan in the event of unforeseen work stoppages/supply disruptions.

SPG-15 **Safety Regulations**

- 15.1 This specified equipment and installation, shall comply to all current and applicable Municipal, Provincial and Federal safety regulations, codes, standards and certifications, as they pertain to this type of equipment/service, including but not limited to CSA, ULC.

PWO-2014-17 Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil and Above Ground Storage Tank Rentals

Fifteen sets of tender documents were requested for the Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil and Above Ground Storage Tank Rentals. Tenders have been received as follows:

	<u>Submitted Amount</u>	<u>Corrected Amount</u>
1. W.O. Stinson & Son Limited, Ottawa, ON	\$927,056.80	
2. MacEwen Petroleum Inc., Pembroke, ON	939,981.76	
3. CST Canada Co., Montreal, QC	953,100.00	
4. Bluewave Energy Limited, Richmond Hill, ON	816,825.00	966,000.00
5. Dunbar Fuels, Foresters Falls, ON	992,400.00	
All amounts exclude 13% HST		

Tenders for the supply and delivery of gasoline and diesel fuel were prepared on the basis that all fuel used by Public Works, Land Ambulance, Forestry and Community Services vehicles would be included in a single tender and obtained from a single source. Records indicate that approximately 600,000 litres of diesel fuel and 150,000 litres of gasoline are consumed by County vehicles annually.

The proposed contract covers a five-year period from September 1, 2014 to August 31, 2019 with an option for an extension for additional one-year periods, subject to the mutual agreement of the parties.

The tenders submitted are based on the Ottawa rack prices for either Gasoline or Diesel fuel. For the purposes of tender comparison, the June 24, 2014 rack prices of \$0.915/litre for Diesel Fuel and \$0.912/litre for Gasoline have been used. The suppliers are required to identify the discount or mark-up applicable and the delivery cost on a per litre basis. The federal and provincial taxes are also included.

The low tender prices including all taxes submitted based on the June 24, 2014 rack prices are as follows:

DIESEL FUEL, CLEAR, LOW SULPHUR NO. 2

PRODUCT COST PER LITRE	\$ 1.1080
13% HST (extra)	\$ 0.1440
Total Cost per litre	\$ 1.2520

DIESEL FUEL, COLOURED, ULTRA LOW SULPHUR NO. 2

PRODUCT COST PER LITRE	\$ 0.965
13% HST (extra)	\$ 0.1255

Total Cost per litre	\$ 1.0905
----------------------	-----------

FURNACE FUEL OIL

PRODUCT COST PER LITRE	\$ 0.930
-------------------------------	----------

13% HST (extra)	\$ 0.1209
-----------------	-----------

Total Cost per litre	\$ 1.0509
----------------------	-----------

GASOLINE-REGULAR UNLEADED

PRODUCT COST PER LITRE	\$ 1.169
-------------------------------	----------

13% HST (extra)	\$ 0.152
-----------------	----------

Total Cost per litre	\$ 1.321
----------------------	----------

It must be noted that the actual cost of the fuel will vary daily based on changes in the Ottawa Daily Rack Price.

The tender also includes the monthly rental of above ground fuel tanks at all locations. The monthly tank rental is \$6.07 plus HST.

The tender also contains provisions whereby the contractor agrees to supply and deliver the products included in the tender to all local municipalities within the County at the unit prices indicated in the tender, should a municipality wish to participate in this opportunity.

For the purposes of comparison, the average retail prices for Diesel Fuel and Gasoline in Ottawa for the week of June 24, 2014 were \$1.339 per litre and \$1.379 per litre respectively. The low tender prices represent a savings of approximately 6.5% for diesel fuel and 4.2% for gasoline.

While the uncertainties associated with world oil prices and the fuel supply chain make it extremely difficult to accurately determine the final annual fuel costs, it is estimated that the total value of this tender will be approximately \$927,056 plus HST annually.

W.O. Stinson & Son Limited has supplied fuel to the County for over ten years and has provided exceptional service during that time.

Recommendation: THAT Contract PWO-2014-17 submitted by W.O. Stinson & Son Limited, Ottawa, Ontario for the Supply & Delivery of Diesel Fuel, Gasoline, Heating Oil and Above Ground Storage Tank Rentals in the amount of \$927,056.80 plus HST be approved; AND THAT this Committee recommend to County Council that a By-law to Authorize Execution of the Contract be passed.

W.O.
STINSON
& SON LTD.

OTTAWA HEAD OFFICE
4728 BANK ST.
OTTAWA, ONTARIO K1T 3W7
www.wostinson.com
OFFICE 613-822-7400 TOLL FREE 800-267-9714

ARNPRIOR
613-623-4207
800-790-9265

KEMPTVILLE
613-258-1826

NAPANEE
613-354-7400

PEMBROKE
613-732-7400
800-766-7451

21 Aug 2020

COUNTY OF RENFREW PUBLIC WORKS

9 INTERNATIONAL DRIVE
PEMBROKE ON
K8A 6W5

Account # 6199

This letter is to confirm a price change for your petroleum products.

The new prices will be effective 21 Aug 2020.

ONTARIO - Prices do not include HST.

Product	Price	Carbon Tax	Total Price	Delivery Point
Unleaded Gas E10	0.8145	0.0663	0.8808	GOSHEN GARAGE-1460 LOCHWINNOCH
Super Unleaded Gas	0.9195	0.0663	0.9858	GOSHEN GARAGE-1460 LOCHWINNOCH
ULS #2 Clear Diesel	0.7315	0.0805	0.8120	GOSHEN GARAGE-1460 LOCHWINNOCH
ULS #2 Dyed Diesel	0.6365	0.0805	0.7170	GOSHEN GARAGE-1460 LOCHWINNOCH
ULS #1 Clear Diesel	0.7715	0.0805	0.8520	GOSHEN GARAGE-1460 LOCHWINNOCH
DieselEx Gold #2 Cle	0.7485	0.0805	0.8290	GOSHEN GARAGE-1460 LOCHWINNOCH
ULS #1 Dyed Diesel	0.6765	0.0805	0.7570	GOSHEN GARAGE-1460 LOCHWINNOCH

If you have any questions, please do not hesitate to call.

Yours Truly,

BRIAN LADEROUTE
613-762-7555

Daily Average Retail Prices for Diesel for August 2020

(Cents per litre)

NOTE: Prices include taxes

Day of	Canada				Ottawa			
	Price	Taxes	Marketing Margin	Refining Margin	Price	Taxes	Marketing Margin	Refining Margin
2020-08-03	100.6	37.5	9.8	18.3	98.4	37.7	8.2	19.1
2020-08-04	100	37.4	9.1	17.5	97.2	37.5	7.1	18.1
2020-08-05	100.1	37.4	7.8	19.1	97.8	37.6	6.4	19.3
2020-08-06	100.6	37.5	8.5	19.3	100.4	37.9	8.9	19.4
2020-08-07	100.7	37.5	8.8	19.3	100.4	37.9	9.2	19.5
2020-08-10	100.6	37.5	9.5	18.2	100.4	37.9	10	18.1
2020-08-11	100.2	37.4	8.7	19.1	98.7	37.7	8.1	19
2020-08-12	100.2	37.4	8.9	18.1	100.1	37.9	9.8	17.8
2020-08-13	100.2	37.4	8.3	18.9	100.1	37.9	9	18.5
2020-08-14	100.4	37.4	9.3	18.1	100.1	37.9	9.8	18
2020-08-17	100.2	37.4	9.1	17.8	99.8	37.8	9.5	16.6
2020-08-18	99.8	37.4	8.8	18.2	99.2	37.8	9.2	18
2020-08-19	99.9	37.4	8.1	18.9	99.8	37.8	9	18.7
2020-08-20	100	37.4	8.5	18.7	99.8	37.8	9.4	18.5
2020-08-21	100	37.4	8.5	19	99.8	37.8	9.3	18.7
2020-08-24	100.1	37.4	9.9	17.3	99.8	37.8	10.6	16.9
2020-08-25	99.9	37.4	8.2	18.2	98.9	37.7	8.4	17.8
2020-08-26	100.1	37.4	8	18.9	99.2	37.8	8.3	18.3
2020-08-27	100.2	37.4	8.5	18.9	99.2	37.8	8.7	18.3
2020-08-28	100	37.4	9.5	17.5	99.2	37.8	9.7	17.2
2020-08-31	99.5	37.3	9	17.9	98.6	37.7	9.5	17.1

NOTE: Monthly prices for gasoline, diesel and furnace oil are calculated by averaging price data available by fuel for each weekday of the calendar month. However, monthly prices for propane and natural gas are calculated by averaging weekly price data (Tuesday only) available by fuel for each calendar month. As a result, for propane and natural gas, this calculation is an imperfect representation of monthly prices and should be used with caution.

Daily Average Retail Prices for Regular Gasoline for August 2020

(Cents per litre)

NOTE: Prices include taxes

Day of	Canada				Ottawa			
	Price	Taxes	Marketing Margin	Refining Margin	Price	Taxes	Marketing Margin	Refining Margin
2020-08-03	106.2	42.8	7.8	20.5	102.4	43.1	7.7	18.2
2020-08-04	104.6	42.7	7.3	18.7	100.6	42.9	7.4	15.8
2020-08-05	104.6	42.7	6.2	19.9	100.1	42.9	6.1	16.7
2020-08-06	105	42.7	6.7	20.2	101.2	43	7.1	16.8
2020-08-07	104.9	42.7	6.2	21	101.3	43	6.9	17.6
2020-08-10	105	42.7	6.6	20.3	100.6	42.9	6.7	16.6
2020-08-11	104.8	42.7	5.6	21.6	100.5	42.9	5.5	18.1
2020-08-12	105.4	42.7	7.1	19.8	101.5	43	7.4	16.3
2020-08-13	104.8	42.7	5.1	21.5	100.6	42.9	4.6	18.3
2020-08-14	105.9	42.8	6.3	21.3	102.6	43.1	6.6	18.4
2020-08-17	106.7	42.9	6.6	21.3	103.6	43.2	7.3	17.2
2020-08-18	106.5	42.9	5.9	22.2	103.6	43.2	6.6	19.5
2020-08-19	106.5	42.8	5.6	22.5	104.2	43.3	6.6	20
2020-08-20	107.3	42.9	6.2	22.8	104.7	43.4	6.8	20.4
2020-08-21	107.5	43	6.1	23.4	104.6	43.4	6.5	20.7
2020-08-24	107.4	43	6.4	22.6	104.6	43.4	6.8	19.9
2020-08-25	107.5	43	3.9	24.5	104.5	43.4	4.1	22.1
2020-08-26	108.9	43.1	5.3	24.6	107.4	43.7	6	22.8
2020-08-27	110	43.2	7.8	23.6	108.5	43.8	8.4	21.8
2020-08-28	110.2	43.2	10.4	21	106.7	43.6	9.5	18.9
2020-08-31	109.1	43.1	8.4	22.4	105.6	43.5	7.3	20.6

NOTE: Monthly prices for gasoline, diesel and furnace oil are calculated by averaging price data available by fuel for each weekday of the calendar month. However, monthly prices for propane and natural gas are calculated by averaging weekly price data (Tuesday only) available by fuel for each calendar month. As a result, for propane and natural gas, this calculation is an imperfect representation of monthly prices and should be used with caution.

Account 6199
COUNTY OF RENFREW PUBLIC WORKS
ROADS DEPT
9 INTERNATIONAL DRIVE
PEMBROKE, ON K8A 6W5

W.O.
STINSON
& SON LTD.

OTTAWA HEAD OFFICE
 4728 BANK ST.
 OTTAWA, ONTARIO K1T 3W7
 www.wostinson.com
 OFFICE TOLL FREE
 613-822-7400 800-267-9714

ARNPRIOR KEMPTVILLE NAPANEE PEMBROKE
 613-623-4207 613-258-1826 613-354-7400 613-732-7400
 800-790-9265 800-766-7451

INVOICE DATE	DOCUMENT TYPE	REFERENCE
21 August 2020	INVOICE	6884849

GST/HST # 105743660 RT
 QST/TVQ # 1008748388TQ0001

SHIPPED
 TO

LINE NC	PRODUCT	QUANTITY	PRICE	DISCOUNT	EXTENSION
1	ULS #2 Dyed Diesel	1200.0000	0.6365	✓	763.80
2	Carbon Tax - Distillates	1200.0000	0.0805	✓	96.60
SUBTOTAL					860.40
HST					111.85
TOTAL					972.25

Payable 15th of the following month unless other arrangements have been made.
 2% PER MONTH 26.82 PER ANNUM

556 WHITEWATER RD. - 732-7244

COLOURED DIESEL PRODUCTS INCLUDE FEDERAL EXCISE TAX @ \$0.040 PER LITRE.

W.O. **STINSON & SON LTD.**

4728 Bank Street
 OTTAWA, ONTARIO K1T 3W7
 OFFICE: (613) 822-7400 1-800-267-9714
 www.wostinson.com

COUNTY OF RENFREW PUBLIC WORKS
 ROADS DEPT
 9 INTERNATIONAL DRIVE
 PEMBROKE ON K8A 6W5
 BUS 613-735-7288
 556 WHITEWATER RD. - 732-7244

CA **

Tank
 Route 30S

PREFILL INSPECTION

☐ PASS

☐ FAIL

ACCOUNT
 NUMBER 6199(002)

INVOICE
 NUMBER 6884849

DESCRIPTION	PRICE	QUANTITY	AMOUNT
ULS #2 Dyed Diesel	6365	1200.0	

DD DUE	ADD FACTOR	D DAY	QUANTITY	INVOICE AMOUNT
53		53	300	
08 Jul 20		53	1100	
		12	1601	

PAYMENT REC'D

DATE DELIVERED

TRUCK DRIVER

GOODS REC'D - CUSTOMER SIGNATURE

CONTROL

TERMS: PAYABLE 15TH OF FOLLOWING MONTH UNLESS OTHER ARRANGEMENTS HAVE BEEN MADE
 2% PER MONTH (26.82% PER ANNUM) CHARGED ON OVERDUE ACCOUNTS.

HST/GST NO. R 105743660

Account 6199
COUNTY OF RENFREW PUBLIC WORKS
ROADS DEPT
9 INTERNATIONAL DRIVE
PEMBROKE, ON K8A 6W5

W.O.
STINSON
& SON LTD.

OTTAWA HEAD OFFICE
 4728 BANK ST.
 OTTAWA, ONTARIO K1T 3W7
 www.wostinson.com

OFFICE 613-822-7400 TOLL FREE 800-267-9714

ARNPRIOR
 613-623-4207
 800-790-9265

KEMPTVILLE
 613-258-1826

NAPANEE
 613-354-7400

PEMBROKE
 613-732-7400
 800-766-7451

INVOICE DATE	DOCUMENT TYPE	REFERENCE
17 August 2020	INVOICE	6888560

GST/HST # 105743660 RT

QST/TVQ # 1008748388TQ0001

SHIPPED TO					
LINE NO	PRODUCT	QUANTITY	PRICE	DISCOUNT	EXTENSION
1	Unleaded Gas E10	960.7000	0.7985		767.12
2	Carbon Tax - Gas	960.7000	0.0663		63.69
SUBTOTAL					830.81
HST					108.01
TOTAL					938.82

Payable 15th of the following month unless other arrangements have been made.

2% PER MONTH 26.82 PER ANNUM

GOSHEN GARAGE-1460 LOCHWINNOCH RD
 SKID TANK

GAS PRODUCTS INCLUDE FEDERAL EXCISE TAX @ \$0.100 & PROVINCIAL ROAD TAX @ \$0.1470 PER LITRE.

W.O. **STINSON & SON LTD.**

4728 Bank Street
 OTTAWA, ONTARIO K1T 3W7
 OFFICE: (613) 822-7400 1-800-267-9714
 www.wostinson.com

COUNTY OF RENFREW PUBLIC WORKS
 ROADS DEPT
 9 INTERNATIONAL DRIVE
 PEMBROKE ON K8A 6W5
 BUS 613-735-7288
 GOSHEN GARAGE-1460 LOCHWINNOCH RD
 SKID TANK

CA **
 Tank
 Route 171

PREFILL INSPECTION ☐ PASS ☐ FAIL
 ACCOUNT NUMBER 6199(000)
 INVOICE NUMBER 6888560

DESCRIPTION	PRICE	QUANTITY	AMOUNT
Unleaded Gas E10	7985	960.7	

DD DUE	ADD FACTOR	D DAY	QUANTITY	INVOICE AMOUNT	PAYMENT REC'D	DATE DELIVERED	TRUCK DRIVER	GOODS REC'D - CUSTOMER SIGNATURE	CONTROL
04 Aug 20		05	707 1502 1506			17	72	X	V4809463

TERMS: PAYABLE 15th OF FOLLOWING MONTH UNLESS OTHER ARRANGEMENTS HAVE BEEN MADE
 2% PER MONTH (26.82% PER ANNUM) CHARGED ON OVERDUE ACCOUNTS.

HST/GST NO. R 105743660

Account 6199
COUNTY OF RENFREW PUBLIC WORKS
ROADS DEPT
9 INTERNATIONAL DRIVE
PEMBROKE, ON K8A 6W5

W.O.
STINSON
& SON LTD.

OTTAWA HEAD OFFICE
 4728 BANK ST.
 OTTAWA, ONTARIO K1T 3W7
 www.wostinson.com
 OFFICE TOLL FREE
 613-822-7400 800-267-9714

ARNPRIOR
 613-623-4207
 800-790-9265

KEMPTVILLE
 613-258-1826

NAPANEE
 613-354-7400

PEMBROKE
 613-732-7400
 800-766-7451

INVOICE DATE	DOCUMENT TYPE	REFERENCE
19 August 2020	INVOICE	V4999864

SHIPPED
TO

GST/HST # 105743660 RT
 QST/TVQ # 1008748388TQ0001

LINE NC	PRODUCT	QUANTITY	PRICE	DISCOUNT	EXTENSION
1	DieselEx Gold #2 Clear Diesel ULS	235.2000	0.7515	✓	176.75
2	Carbon Tax - Distillates	235.2000	0.0805	✓	18.93
SUBTOTAL					195.68
HST					25.44
TOTAL					221.12

Payable 15th of the following month unless other arrangements have been made.
 2% PER MONTH 26.82 PER ANNUM

COBDEN GARAGE - PLS LEAVE TICKET IN MAIL BOX
 81 MAIN STREET, COBDEN / BARRY 639-2644

CLEAR DIESEL PRODUCTS INCLUDE FEDERAL EXCISE TAX @ \$.040 & PROVINCIAL ROAD TAX @ \$.1430 PER LITRE.

W.O. **STINSON & SON LTD.**

4728 Bank Street
 OTTAWA, ONTARIO K1T 3W7
 OFFICE: (613) 822-7400 1-800-267-9714
 www.wostinson.com

County of Renfrew
 81 Main St Cobden

PREFILL INSPECTION ☐ PASS ☐ FAIL
 ACCOUNT NUMBER 619910051

DESCRIPTION	PRICE	QUANTITY	AMOUNT
Diesel EX Clear	7515	235.2	

DD DUE	ADD FACTOR	D DAY	QUANTITY	INVOICE AMOUNT	PAYMENT REC'D	DATE DELIVERED	TRUCK DRIVER	GOODS REC'D - CUSTOMER SIGNATURE	CONTROL #
						19/8	X		V4999864

TERMS: PAYABLE 10th OF FOLLOWING MONTH UNLESS OTHER ARRANGEMENTS HAVE BEEN MADE
 2% PER MONTH (26.82% PER ANNUM) CHARGED ON OVERDUE ACCOUNTS.

HST/GST NO. R.105743660



Regular Council Meeting Resolution Form

Date: August 18, 2020 No: RESOLUTION - 233-2020

Moved by Councillor Heather Lang Disposition: CARRIED

Seconded by Deputy Mayor Brian Armsden Item No: 11.2

Description: County Road 508

RESOLUTION:

THAT Council of the Township of McNab/Braeside hereby request the County of Renfrew Operations Committee to consider lowering the speed limit to 60 km/hr on County Road 508 from Burnstown Road to Dickson Road; **AND FURTHER THAT** "No Parking" signs be erected along County Road 508 on both sides of the road from Burnstown Road to Dickson Road.


MAYOR

Recorded Vote Requested by:

Declaration of Pecuniary Interest:

	Yea	Nay
T. Peckett	_____	_____
B. Armsden	_____	_____
H. Lang	_____	_____
S. Brum	_____	_____
O. Jacob	_____	_____

Disclosed his/her/their interest(s), vacated
he/her/their seat(s),
abstained from discussion and did not vote



April 16, 2019

Mayor Tom Peckett
Chair of Operations for the County of Renfrew
c/o County of Renfrew
9 International Drive
Pembroke, Ontario
K8A 6W5

Dear Mayor Peckett:

The Township of Greater Madawaska would like discuss with the County of Renfrew Operations Committee the possibility of transferring Ferguson Lake Road and sections of Kennelly Mountain Road, Mount St. Patrick and Flat Road to the County of Renfrew. Attached is a map that demonstrates the proposed roads are connecting link between County Road 508 and Highway 132.

Representatives from the Township met with Mr. Lee Perkins, Director of Public Works & Engineering, to discuss the possibility of transferring the aforementioned roads to the County. The Township was presented with the Road Rationalization criteria, attached, that must be met before the County would consider taking over a road. Please be advised that the Township will be submitting a grant for a section of this road to bring the road up to the standard requested by the County.

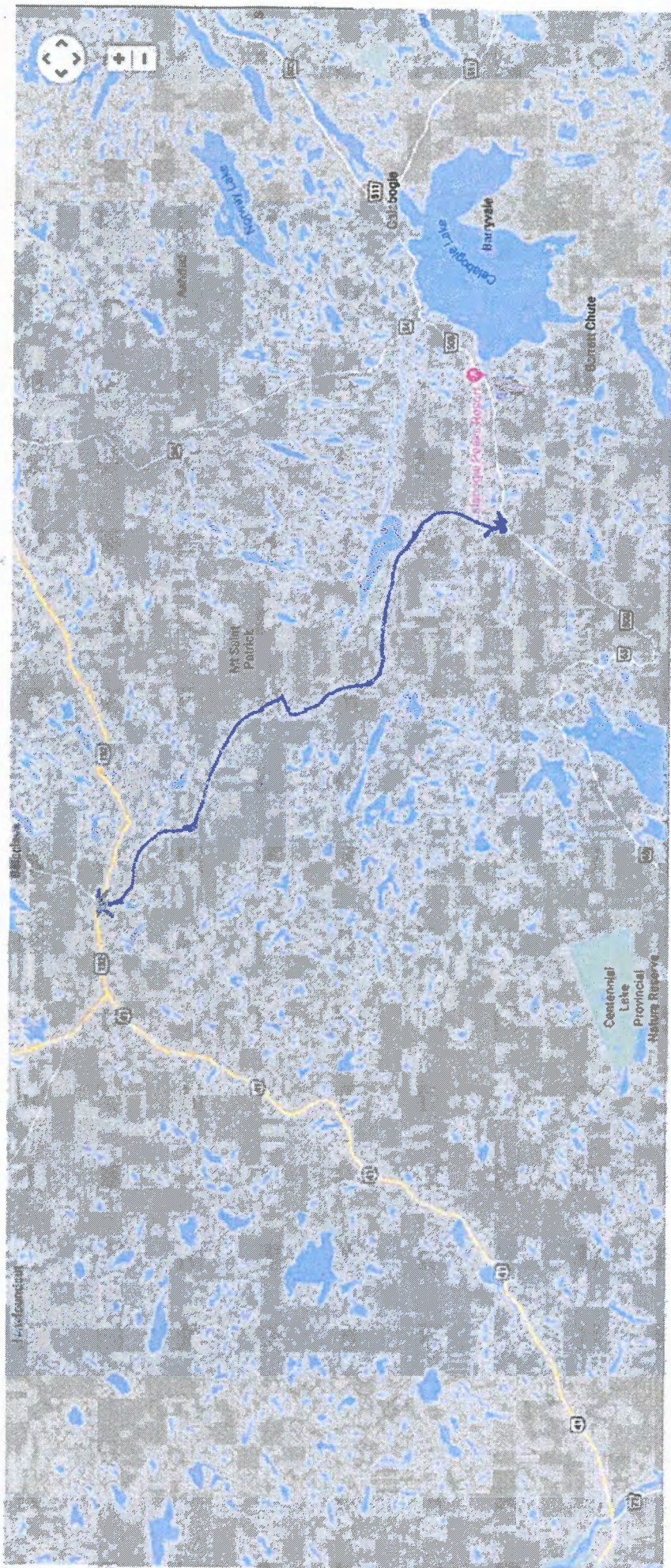
The Township respectfully requests the Operations Committee consider the request of the Township and work with the Township on this endeavour.

Thank you for your consideration on this matter. If you would like to schedule a meeting to further discuss this endeavour please contact Allison Holtzhauer at cao@greatermadawaska.com or by calling 613-752-2222.

Respectfully,



Brian Hunt





Mt Saint
Patrick



Your Company Name

Page 2

Street Address

Location, Zip or Postal Code

Change These in File > Preferences > Titles

Site Code:

Station ID:

Ferguson Lake Road

50 metres from Calabogie Road

Latitude: 0' 0.0000 Undefined

Start Time	09-Sep-19		Tue		Wed		Thu		Fri		Sat		Sun		Week Average	
	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB
12:00 AM	0	0	2	0	0	0	*	*	*	*	*	*	*	*	1	0
01:00	0	0	0	0	0	0	*	*	*	*	*	*	*	*	0	0
02:00	0	0	0	1	0	0	*	*	*	*	*	*	*	*	0	0
03:00	0	0	0	0	0	0	*	*	*	*	*	*	*	*	0	0
04:00	0	0	0	0	0	0	*	*	*	*	*	*	*	*	0	0
05:00	0	0	0	0	0	0	*	*	*	*	*	*	*	*	0	0
06:00	0	2	3	2	3	3	*	*	*	*	*	*	*	*	2	2
07:00	1	2	5	2	2	1	*	*	*	*	*	*	*	*	3	2
08:00	1	0	7	1	8	7	*	*	*	*	*	*	*	*	5	3
09:00	2	1	6	2	10	6	*	*	*	*	*	*	*	*	6	3
10:00	0	4	3	4	4	1	*	*	*	*	*	*	*	*	2	3
11:00	1	2	8	3	*	*	*	*	*	*	*	*	*	*	4	2
12:00 PM	5	1	1	0	*	*	*	*	*	*	*	*	*	*	3	0
01:00	2	3	8	10	*	*	*	*	*	*	*	*	*	*	5	6
02:00	2	2	7	7	*	*	*	*	*	*	*	*	*	*	4	4
03:00	4	0	2	1	*	*	*	*	*	*	*	*	*	*	3	0
04:00	6	3	1	1	*	*	*	*	*	*	*	*	*	*	4	2
05:00	5	2	2	1	*	*	*	*	*	*	*	*	*	*	4	2
06:00	2	3	1	1	*	*	*	*	*	*	*	*	*	*	2	2
07:00	9	1	1	1	*	*	*	*	*	*	*	*	*	*	5	1
08:00	0	1	0	0	*	*	*	*	*	*	*	*	*	*	0	0
09:00	1	0	0	0	*	*	*	*	*	*	*	*	*	*	0	0
10:00	0	0	0	0	*	*	*	*	*	*	*	*	*	*	0	0
11:00	0	0	0	0	*	*	*	*	*	*	*	*	*	*	0	0
Lane Day	41	27	57	37	27	18	0	0	0	0	0	0	0	0	53	32
AM Peak	09:00	10:00	11:00	10:00	09:00	08:00	-	-	-	-	-	-	-	-	09:00	08:00
Vol.	2	4	8	4	10	7	-	-	-	-	-	-	-	-	6	3
PM Peak	19:00	13:00	13:00	13:00	-	-	-	-	-	-	-	-	-	-	13:00	13:00
Vol.	9	3	8	10	-	-	-	-	-	-	-	-	-	-	5	6

Comb.
Total

68

94

65

88

83

144

69

177

ADT

ADT 91

AADT 91

Your Company Name
 Street Address
 Location, Zip or Postal Code
 Change These in File > Preferences > Titles

Page 1

Site Code:
 Station ID:
 Ferguson Lake Road
 50 metres from Calabogie Road
 Latitude: 0' 0.0000 Undefined

Start Time	02-Sep-19		Tue		Wed		Thu		Fri		Sat		Sun		Week Average	
	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB
12:00 AM	*	*	*	*	*	*	0	0	0	0	0	0	0	0	0	0
01:00	*	*	*	*	*	*	0	0	0	0	0	0	0	0	0	0
02:00	*	*	*	*	*	*	0	0	0	0	0	0	0	0	0	0
03:00	*	*	*	*	*	*	0	0	0	0	0	0	0	0	0	0
04:00	*	*	*	*	*	*	0	0	0	0	0	0	0	0	0	0
05:00	*	*	*	*	*	*	1	1	0	0	0	0	0	0	0	0
06:00	*	*	*	*	*	*	3	4	2	1	6	1	0	0	3	2
07:00	*	*	*	*	*	*	5	4	4	2	3	0	1	1	3	2
08:00	*	*	*	*	*	*	3	1	4	2	5	2	6	1	4	2
09:00	*	*	*	*	*	*	7	2	3	1	2	2	0	1	3	2
10:00	*	*	*	*	*	*	4	4	8	5	7	4	4	1	6	4
11:00	*	*	*	*	*	*	2	0	4	4	6	8	5	2	4	4
12:00 PM	*	*	*	*	*	*	2	0	2	1	12	7	5	3	5	3
01:00	*	*	*	*	*	*	3	2	2	3	6	4	5	0	4	2
02:00	*	*	*	*	*	*	4	1	1	1	7	4	4	1	4	2
03:00	*	*	*	*	4	1	5	3	1	4	11	9	3	0	5	3
04:00	*	*	*	*	0	2	3	1	5	3	7	2	2	3	3	2
05:00	*	*	*	*	2	0	1	2	3	0	5	2	3	3	3	1
06:00	*	*	*	*	2	2	6	3	1	2	3	1	4	1	3	2
07:00	*	*	*	*	1	0	5	2	3	1	3	2	5	1	3	1
08:00	*	*	*	*	0	4	1	1	1	1	5	6	2	0	2	2
09:00	*	*	*	*	1	0	0	0	2	1	2	0	0	0	1	0
10:00	*	*	*	*	1	0	2	0	4	1	0	0	1	0	2	0
11:00	*	*	*	*	0	0	0	0	0	0	0	0	1	0	0	0
Lane Day	0	0	0	0	11	9	57	31	50	33	90	54	51	18	58	34
AM Peak	-	-	-	-	-	-	09:00	06:00	10:00	10:00	10:00	11:00	08:00	11:00	10:00	10:00
Vol.	-	-	-	-	-	-	7	4	8	5	7	8	6	2	6	4
PM Peak	-	-	-	-	15:00	20:00	18:00	15:00	16:00	15:00	12:00	15:00	12:00	12:00	12:00	12:00
Vol.	-	-	-	-	4	4	6	3	5	4	12	9	5	3	5	3

Your Company Name

Street Address

Location, Zip or Postal Code

Change These in File > Preferences > Titles

Site Code:

Station ID:

Latitude: 0' 0.0000 Undefined

Start Time	09-Mar-20		Tue		Wed		Thu		Fri		Sat		Sun		Week Average	
	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB	NB
12:00 AM	*	*	0	0	0	0	0	0	0	0	*	*	*	*	0	0
01:00	*	*	0	0	0	0	1	0	0	0	*	*	*	*	0	0
02:00	*	*	0	0	0	0	0	1	0	0	*	*	*	*	0	0
03:00	*	*	1	1	1	0	0	0	0	1	*	*	*	*	0	0
04:00	*	*	1	1	2	1	3	2	2	1	*	*	*	*	2	1
05:00	*	*	0	3	3	4	2	2	1	2	*	*	*	*	2	3
06:00	*	*	4	6	3	5	6	4	2	2	*	*	*	*	4	4
07:00	*	*	3	2	8	1	11	1	1	3	*	*	*	*	6	2
08:00	*	*	2	2	3	5	2	3	7	3	*	*	*	*	4	3
09:00	5	5	1	2	4	2	3	3	7	5	*	*	*	*	4	3
10:00	5	5	4	4	9	8	4	3	2	3	*	*	*	*	5	5
11:00	4	6	4	7	6	6	5	1	7	4	*	*	*	*	5	5
12:00 PM	6	3	4	4	5	3	2	3	*	*	*	*	*	*	4	3
01:00	3	5	3	2	4	4	10	6	*	*	*	*	*	*	5	4
02:00	11	6	3	5	3	9	6	7	*	*	*	*	*	*	6	7
03:00	3	4	2	2	4	7	4	3	*	*	*	*	*	*	3	4
04:00	2	2	1	1	3	4	5	4	*	*	*	*	*	*	3	3
05:00	1	0	3	0	4	2	4	2	*	*	*	*	*	*	3	1
06:00	1	1	1	1	3	0	0	1	*	*	*	*	*	*	1	1
07:00	1	1	0	1	0	3	3	0	*	*	*	*	*	*	1	1
08:00	0	0	2	0	0	0	2	0	*	*	*	*	*	*	1	0
09:00	0	1	2	0	1	0	0	0	*	*	*	*	*	*	1	0
10:00	0	0	0	0	0	0	0	0	*	*	*	*	*	*	0	0
11:00	0	0	0	0	0	0	0	0	*	*	*	*	*	*	0	0
Lane Day	42	39	41	44	66	64	73	46	29	24	0	0	0	0	60	50
AM Peak	09:00	11:00	06:00	11:00	10:00	10:00	07:00	06:00	08:00	09:00	-	-	-	-	07:00	10:00
Vol.	5	6	4	7	9	8	11	4	7	5	-	-	-	-	6	5
PM Peak	14:00	14:00	12:00	14:00	12:00	14:00	13:00	14:00	-	-	-	-	-	-	14:00	14:00
Vol.	11	6	4	5	5	9	10	7	-	-	-	-	-	-	6	7

Comb.
Total

81

85

130

119

53

0

0

110

ADT

ADT 110

AADT 110

1.9 Road Rationalization

1.9.1 THE CONCEPT OF ROAD RATIONALIZATION

When first established the “Kings Highway System” provided a major inter-centre connector. A County or regional road system provide this same service on a reduced scale, connecting smaller centres of population and providing a “farm to market” road link. The local road acted as the final link in the system providing access to the abutting properties. These roles have changed very little over time. However, in many areas of the province significant changes in settlement patterns, population and employment have left some areas with designation of roads that is no longer appropriate. The Province of Ontario have taken the lead in the re-designation of their road system and has began to shift responsibility for some roads to the local, county and regional levels.

Road service providers are requested to demonstrate accountability for road maintenance services. The efficient and effective delivery of road services is a priority of municipal customers (the road user and taxpayer). One step in demonstrating accountability is in rationalizing road jurisdiction between a County (Region) and local municipalities. This rationalization will ensure that local roads serve primarily a local function and County (Regional) roads serve a through traffic function. Another benefit to the transferring of roads is a County (Regional) road that is a low priority to the upper tier, once transferred, may become a high priority for the local municipality and see significant improvements over time. Likewise a high volume local road carrying primarily through traffic may receive higher levels of service than the local municipality was able to provide.

The road rationalizing method as shown in this report permits a review of the road system within an county (region). The outcome of the review is a determination of the appropriate jurisdiction of a road or road section.

1.9.2 BY-LAWS

Each County or Regional municipality has been granted the power under the Public Transportation and Highway Improvement Act or their respective Regional Act to establish, maintain, add or remove designated roads from or to their county or regional road system.

The Public Transportation and Highway Improvement Act (PTHIA) provides for the establishment of a county road system. The county road systems were established in the early years of this century by by-laws passed by each council. The roads which comprise a county road system established under the PTHIA are county roads whether they be in a town, a village or a township. When the task of determining what alterations have been made to the physical system or when it is desirable to review municipal service delivery, a new system can be designated by a new establishing by-law. In effect, the slate is wiped clean and the road system starts afresh.

1.9.3 PRINCIPLES OF ROAD RATIONALIZATION

- Upper Tier roads, which are primarily transportation corridors, should provide continuous roadway service throughout the county or region.
- Upper Tier roads should be capable of being upgraded to a reasonable standard consistent with the service to be provided.
- Upper Tier roads should be along the shortest practical route, along existing roads and streets.

1.9.4 GOAL OF A ROAD RATIONALIZATION STUDY

- To develop a County (Regional) Road System that reflects the realities of today and beyond.

1.9.5 TERMS OF REFERENCE

- Conduct a road rationalization study, evaluating criteria prepared by the Ministry of Transportation in their document “Upper Tier Road Classification Criteria”. Modifying the criteria based on information as shown in this document.
- This review will focus on the efficient and effective delivery of all road services within the county or region.
- Transfer roads to the local municipalities which serve primarily a local function.
- Transfer roads to the County (Region) which primarily serve a through traffic (regional) function.
- Consider road condition and compensation throughout the discussion of road transfers.
- Involve the local municipalities in the decision making process by encouraging feedback and comments.

1.9.6 METHODOLOGY

The review of every road section within the county and local municipalities will be time consuming and probably unnecessary. By each local municipality identifying roads that they believe serve a through traffic function will save a time consuming road by road analysis.

- Review the criteria as shown in figure 1.9.7 and modify to meet specific municipal requirements.
- Apply the criteria to all existing county (regional) roads and roads identified by the local municipalities as candidates for upper tier road classification.
- Weight the criteria as shown in this document.

- Determine “cut-off” weight for inclusion of individual road sections in the County (Regional) system.
- Develop a County (Regional) road system.
- Determine the needs to be addressed (i.e. surface condition) prior to the transfer of roads to the local municipality or the acceptance of roads by the county (region)
- Determine impact on local municipalities as well as county or region.
- Present findings to council.

1.9.7 CRITERIA AND THE WEIGHTS APPLIED

Criterion 1 *Urban Center Connector*

Connect Urban Centres to each other or to a Kings Highway unless such a service is now provided by a Kings Highway.

Weighting Applied = 3

Criterion 2 *Kings Highway/Upper Tier Connector*

Connect major commercial and industrial areas, universities, hospitals, international border crossings and provincial boundaries, etc. to a Kings Highway or Upper Tier road.

Weighting Applied = 2

Criterion 3 *Heavy Industry Service*

Provide service within 4 km. of consistent major attractors or generators of heavy vehicles.

Weighting Applied = 2

Criterion 4 *Barrier Service*

Provide service parallel to and across major barriers to free traffic movement such as freeways, watercourse or congested areas.

Weighting Applied = 1

Criterion 5 *Resort Criterion*

Provide service within 4 km. of a major resort and/or recreational areas

Weighting Applied = 1

Criterion 6 *Urban Cell Service*

Provide service in urban areas within the cells formed by the Kings Highways and the streets selected by the above criteria, provided that the traffic demand existing on the street is considered predominantly for through traffic.

Weighting Applied = 0

Criterion 7 *Urban Arterial Extension*

Provide service on those roads which are extensions of urban arterial streets, from the urban limits to the first intersection where the AADT is below 700 vehicles per day, then connect to an upper tier road or a Kings Highway by the shortest route.

Weighting Applied = 3

Criterion 8 *Rural Cell Service*

Provide service in rural areas within the cells formed by the Kings Highways and the roads selected by the above criteria.

Weighting Applied = 0

Criterion 9 *Traffic Speed*

Provide service on roads where the speed limit is 80km/hr.

Weighting Applied = 1

Criterion 10 *Road Surface*

Provide service on roads with an asphalt surface.

Weighting Applied = 0.5

Criterion 11 *Traffic Volume*

Provide service on roads with current traffic volumes greater than 1000 vehicles per day.

Weighting Applied = 0.5

Criterion 12 *Road Right of Way*

Provide service on roads with at least a 66 foot wide right of way.

Weighting Applied = 1

1.9.8 APPLICATION GUIDELINES

Criterion 1 (Urban Centre Connector) and Criterion 7 (Urban Arterial Extension) are considered the most important criteria, as upper tier roads should serve as inter-municipal corridors to connect the small urban centres within the county or region. In order to apply criterion 1 a determination of what constitutes an urban centre is required.

Criterion 1 *Urban Centre Connector*

This criterion is intended to identify roads which provide service to and from centres having commercial and possibly industrial development.

Urban centres are areas of concentrated development, not “ribbon” development.

The criterion is not intended to be applied to residential subdivisions which are developing in rural areas. When the residential development grows to a sufficient size, upper tier road service may be considered through the application of all of the criteria.

Criterion 2 *Kings Highway/Upper Tier Road Connector*

The intent of this criterion is to extend the Kings Highway or upper tier road to connect to the facilities mentioned and not to provide for lateral connections between highways/upper tier roads.

Major institutional/commercial/industrial complexes are areas generating more than 1000 vehicle trips per day.

Criterion 3 *Heavy Industry Service*

It is not intended that it be an upper tier responsibility to provide service to the entrance of every attractor or generator of heavy vehicles in an area. Rather, it is intended that upper tier service be provided close to the

industry and that the distribution within the area of the industry be a lower tier responsibility.

“Close to” means within a distance of approximately 4.0km.

“Consistent major attractor or generator”, in the case of gravel pits and quarries, is defined as approximately 9 months or more of operation per year.

Landfill sites under the jurisdiction of, or serving the upper tier municipality, may also be considered as attractors of heavy vehicles and may be serviced by upper tier roads.

Criterion 4 *Barrier Service*

The intent of this criterion is to alleviate traffic on local roads by providing service parallel to or across barriers to traffic movement where upper tier service is justified. The barrier must be an obstacle to traffic wishing to cross it and it must be feasible to cross (i.e. freeways by interchanges and rivers by bridges)

Service is provided “parallel to” only if there is no other upper tier or provincial road providing that service within a reasonable distance and only along roadways which are used to reach barrier crossings.

Criterion 5 *Resort Criterion*

The intent of this criterion is to provide upper tier service close to resort/recreational areas or to a lower tier road system that distributes the traffic.

“Close to” means within a distance of approximately 4.0km from the edge of the resort development.

A major resort/recreational area is an area generating a minimum of 700 vehicle trips per day during normal season of operation.

Criterion 6 *Urban Cell Service*

The intent of this criterion is to identify roads in the cell under consideration at the spacing noted. The roads so identified must function predominately for through movement of traffic.

Roads which function as minor collectors for trips with origin and destination within the cell should be rejected.

The cell population density considered in identifying the appropriate spacing should be either the daytime or night time population whichever is greater.

Population Density	Additional service required when spacing of roads is greater than
less than 40 persons/hectare	2000m
between 40 and 125 persons/ha	1200m

Criterion 6 and 8 are not included in the original application of criteria but could be used as a rationale for including additional roads or road sections to complete the road network. The reasoning behind excluding this criterion in the original application is due to the good condition of most local roads and the fact the majority of population has access to a motor vehicle or alternate transportation services (i.e. transit).

Criterion 7 *Urban Arterial Extension*

The intent of this criterion is to provide for the extension of urban arterial streets into the rural areas to connect with an upper tier road or a Kings Highway. Traffic counts should be taken on both sides of the intersection with the upper tier and the extension continued through the

intersection, only if both AADT's equal or exceed 700 vehicles per day.

Criterion 8 *Rural Cell Service*

The intent of this criterion is to provide upper tier service within the cell formed by the application of criteria 1 - 7 inclusive at spacing related to population density within the cells.

Upper Tier roads or provincial highways in the subject upper tier or in adjacent upper tiers act as rural cell boundaries.

Population Density	Additional service required when spacing of roads is greater than
less than 1 person/km ²	no additional service
1 person/km ²	25 km
between 1 and 4 persons/km ²	20 km
between 4 and 8 persons/km ²	15 km
between 8 and 16 persons/km ²	10 km
greater than 16 persons/km ²	6 km

Criterion 9 *Traffic Speeds*

This criterion is intended to identify those roads which have a speed limit of 80 km/h. This is deemed to be a desirable speed limit allowing roads which predominately serve as inter-municipal links in a road network to do so efficiently.

Criterion 10 *Road Surfaces*

This criterion is intended to identify those roads with an asphalt surface. These roads were deemed to be more appropriate to serve as upper tier roads, as this surface material would be more durable to withstand the greater traffic volumes, heavier vehicles and higher speeds as anticipated on upper tier roads.

Criterion 11 *Traffic Volumes*

This criterion was intended to identify roads with current traffic volumes greater than 1000 vehicles per day.

Criterion 12 *Road Right of Way*

The intent of this criterion is to identify roads with a right of way width of 66 feet. It is appropriate to be considered for an upper tier road designation that the road have at least a standard right of way.

Apply each of the criteria in section 1.9.7 to the existing upper tier road system and to local roads identified by each municipality as a provider of through traffic service. Criterion 6 and 8 are not included in the original application of criteria but could be used as a rationale for including additional roads or road sections to complete the road network.

1.9.9 CUT-OFF WEIGHT

After the criteria has been applied to each road being analyzed it is possible to determine how much weight each road has accumulated. By setting a minimum weighting of six points, a cut-off threshold is established for including a road in the upper tier system.

This would mean that to qualify for upper tier designation a road must meet either the criteria for Urban Centre Connector or the criteria for Urban Arterial Extension worth 3 points, plus all four criteria for Traffic Speed, Road Surface, Traffic Volume and Road Right-of-Way worth a combined total of 3 points, or another combination of criteria to have a total weight of 6. This becomes the yardstick to be used for recommending the redesignation of roads.

COUNTY OF RENFREW

BY-LAW NUMBER 91-20

**A BY-LAW TO AMEND BY-LAW 63-20 TO REGULATE THE PARKING OF VEHICLES
ON OR ADJACENT TO COUNTY ROADWAYS**

WHEREAS Municipal by-laws consistent with the provisions of the Highway Traffic Act may be enacted by the proper authorities for the control of parking, standing or stopping of vehicles;

AND WHEREAS it is deemed expedient to restrict the parking of vehicles on or adjacent to roadways under the jurisdiction of the Corporation of the County of Renfrew;

THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts:

1. That this By-law applies to a County Roadway and to that part of any other Lower Tier Municipal Roadway within ten metres of its intersection with the County Roadway, except where a by-law regulating or prohibiting parking has been passed by the council of the area municipality having jurisdiction over that roadway.
2. No person shall park a vehicle on a County Roadway except in the case of an emergency,
 - a) in such a manner as to obstruct,
 - (i) a sidewalk,
 - (ii) a crosswalk,
 - (iii) an entrance on the highway to, or from, a private road or lane, or
 - b) within three metres of a point in the edge of the roadway and nearest a fire hydrant;
 - c) on or within 100 metres of a bridge over, under or across which the County roadway passes;
 - d) subject to clause (e), within seven metres of an intersection on the roadway;
 - e) where there is a signal-light traffic control system installed at an intersection on

- the roadway, within fifteen metres of the intersection;
- f) within fifteen metres of the nearest rail of a level railway crossing;
 - g) in a position or place that prevents or is likely to prevent the removal of any vehicle already parked on the roadway;
 - h) between the hours of 2:00 a.m. and 7:00 a.m. during the winter months from November 15 to March 31;
 - i) in the case of a fire station or ambulance station with an entrance-way to the County Roadway for the use of these vehicles,
 - (i) Seven metres from the entrance-way on the same side of the roadway as the station, and
 - (ii) 25 metres from the entrance-way on the opposite side of the roadway to that of the station; and
 - j) in the case of a school under the Education Act, on both sides of the highway contiguous to the limit of the land used for school purposes while the school is open for educational purposes.
3. No person shall park a vehicle on part of a County Roadway except in the case of an emergency where a sign or signs are erected prohibiting such parking.
 4. No person shall park a vehicle on a part of a County Roadway described in Schedule A.
 5. Where Schedules B and C apply, parking shall only be in accordance with the provisions of those Schedules.
 6. Sections 1, 2, 3 and 4 do not apply to a vehicle parked by a person in the lawful performance of their duty as a police officer or by a person in the lawful performance of their duty on behalf of the County Roads Department.
 7. That a duly authorized person in the employ of the local Municipality in which a parking restriction is applied, as provided in the Provincial Offences Act Chapter P33, Subsection 3 of Section 1, RSO 1990 as amended, be hereby authorized to enforce the provisions of this By-law.
 8. Any person who contravenes any of the provisions of the By-Law is guilty of an offence and upon conviction is liable to a fine as provided for under the Provincial Offences Act.

9. That where a Lower Tier Municipality has provided the enforcement of this by-law, the Municipality is designated to collect and retain the fines applicable in accordance with Municipal Schedule of Fees and the Local Municipalities Set Fine By-Law.

10. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

SCHEDULE A
NO PARKING

County Road	Side	Limit From	Limit To	Period
County Road 1 (Madawaska Boulevard)	Both Sides	Decosta Street	Madawaska River Bridge	Anytime
County Road 1 (Madawaska Street)	South	Daniel Street (County Road 2)	Westerly a distance of 79 metres	Anytime
County Road 1 (Madawaska Street)	North	Madawaska River Bridge	John Street	Anytime
County Road 1 (Madawaska Street)	South	The west curb of John Street	A point 49.0 metres westerly	Anytime
County Road 1 (Madawaska Street)	North	From Curb Line on Harrington Street	Easterly a distance of 12.85 metres	Anytime
County Road 1 (Madawaska Street)	North	Harrington Street	Westerly a distance of 29 metres	Anytime
County Road 1 (Elgin Street)	South	Madawaska Street (County Road 1)	Division Street (County Road 10)	Anytime
County Road 1 (River Road)	West	Findlay Street	Robbins Lane	Anytime
County Road 2 (Daniel Street)	West	Madawaska Street (County Road 1)	Arthur Street	Anytime
County Road 2 (Daniel Street)	East	Madawaska Street (County Road 1)	Rock Lane	Anytime
County Road 2 (Daniel Street)	East	Elgin Street	Southerly a distance of 33.5 metres	Anytime
County Road 2 (Daniel Street)	East	McGonigal Street	Atkinson Street	Anytime
County Road 2 (Daniel Street)	East	Michael Street	Arthur Street	Anytime
County Road 10 (Baskin Drive)	West	Daniel Street (County Road 2)	Northerly a distance of 85.0 metres	Anytime
County Road 10 (Baskin Drive)	East	Stonehaven Way	Northerly a distance of 90 metres	8:00 am – 5:00 pm Mon-Fri
County Road 51 (Petawawa Boulevard)	North	Civic Address 3187	Dundonald Drive	Anytime
County Road 508 (Calabogie Road)	Both Sides	Dickson Road	Southwesterly a distance of 150 metres	Anytime
County Road 508	Both	487 metres	Southwesterly a	Anytime

(Calabogie Road)	Sides	southwest of Dickson Road	distance of 444 metres	
County Road 508 (Calabogie Road)	South	500 metres east of Eagle's Nest Lookout Trail	500 metres west of Eagle's Nest Lookout Trail	Anytime

SCHEDULE B
RESTRICTED PARKING

County Road	Side	Limit From	Limit To	Period	Period of Time
County Road 1 (Madawaska Street)	South	70 metres west of Daniel Street (County Road 2)	17.4 metres east of Harrington Street	8:00am-6:00pm Mon-Sat	Three Hours
County Road 1 (Madawaska Street)	North	John Street	Elgin Street (County Road 1)	8:00am-6:00pm Mon-Sat	Three Hours
County Road 2 (Daniel Street)	East	Michael Street	Arthur Street	All Times	Two Hours

SCHEDULE C
DESIGNATED PARKING SPACES FOR PERSONS WITH DISABILITIES

County Road	Side	Limit From	Limit To	Period	Period of Time
County Road 1 (Madawaska Street)	South	49.0 metres west of John Street	Westerly a distance of 55.0 metres	All Times	Two Hours

Council Resolution Form

Date: 19 May 2020 No: Resolution No.130-20
 Moved By: Councillor Rigelhof Seconded by Disposition: CARRIED.
Councillor MacPherson
 Item No: 12.05.1

Description: Eagle's Nest Parking

RESOLUTION:

That the Township of Greater Madawaska request that the County of Renfrew include a restriction of parking in an update to by-law No. 9-20 along the South side of County Road 508 (Calabogie Road) after such time as the State of Emergency has been ended by the Province of Ontario.

That the Township of Greater Madawaska accepts the terms of the County's by-law No. 9-20, being that:

1. That a duly authorized person in the employ of the local Municipality in which a parking restriction is applied, as provided in the Provincial Offences Act Chapter P33, Subsection 3 of Section 1, RSO 1990 as amended, be hereby authorized to enforce the provisions of this by-law.
2. Any person who contravenes any of the provisions of the By-Law is guilty of an offence and upon conviction is liable to a fine as provided for under the Provincial Offences Act.
3. That where a Lower Tier Municipality has provided the enforcement of this by-law, the Municipality is designated to collect and retain the fines applicable in accordance with Municipal Schedule of Fees.

Recorded Vote Requested by:

	Yea	Nay
B. Hunt	_____	_____
L. Perrier	_____	_____
C. Rigelhof	_____	_____
J. Frost	_____	_____
G. MacPherson	_____	_____

Declaration of Pecuniary Interest:

Disclosed his/her/their interest(s), vacated he/her/their seat(s), abstained from discussion and did not vote

COUNTY OF RENFREW

BY-LAW NUMBER 92-20

**A BY-LAW TO PURCHASE LAND
COUNTY STRUCTURE C124 (CAMERON CULVERT)**

WHEREAS under Section 6(1) and Section 8 of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may pass by-laws to acquire land;

AND WHEREAS under Section 5(3) of the Act, the County of Renfrew's capacity, rights, powers and privileges must be exercised by By-law;

AND WHEREAS under Section 31(6) of the Act, if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening;

AND WHEREAS the County Operations Committee has reviewed and approved the purchase of the land described, for the purpose of structure rehabilitation.

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

1. That the lands located on Usborne Street (Part 1, Plan 49R-19538) Part Lot 7, Concession C in the geographic Township of McNab, be purchased from John Murdoch, Tania Murdoch, and Glenda Lannigan for the sum of five thousand, two hundred, and twenty-five dollars (\$5,225).
2. That the lands located on Usborne Street (Part 2, Plan 49R-19538) Part Lot 7, Concession C in the geographic Township of McNab, be purchased from Dalton Campbell and Alida Tourian for the sum of two thousand, eight hundred, and twenty-five dollars (\$2,825).
3. That the lands are hereby dedicated as part of the highway immediately upon registration of the transfer documents.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 30th day of September, 2020.

READ a second time this 30th day of September, 2020.

READ a third time and finally passed this 30th day of September, 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

SCHEDULE				
PART	LOT	REGISTERED PLAN	PIN	AREA (HA)
1	24-11	200	PL 4700-012 (LT)	0.02
2	24-2	222	PL 57305-0146 (LT)	0.02

PLAN 49R - 19538
 RECEIVED AND DEPOSITED
MARCH 9, 2020
 (DATE)
Annie Moore-McNicol
 Representative for LAND REGISTRAR FOR THE LAND
 TITLES DIVISION OF RENFREW (No. 49)

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE
 LAND TITLES ACT
 DATE: **MARCH 9, 2020**
 LEE PERKINS, MBA, CET
 DIRECTOR OF PUBLIC WORKS & ENGINEERING
 COUNTY OF RENFREW

PLAN OF SURVEY
 OF PART
LOT 6
REGISTERED PLAN 222
 AND PART OF
LOT 11
REGISTERED PLAN 506
TOWNSHIP OF McNAB/BRAESIDE
COUNTY OF RENFREW
 SCALE: 1 : 750
ADAM KASPRZAK SURVEYING LTD.

BEARING NOTE:
 BEARINGS ARE UTM GRID, DERIVED FROM GPS OBSERVATIONS
 ON GPS AND ORIP, HAVING A REFERENCE BEARING OF
 N03°50'00"W, UTM ZONE 18 (87 WEST LONGITUDE) AND 83 (CORS) (2015)
 FOR BEARING COMPARISONS THE FOLLOWING ROTATIONS WERE
 APPLIED:
 P1: 0°57'30" CLOCKWISE
 P2: 1°12'00" CLOCKWISE
 P3: 0°56'00" CLOCKWISE

METRIC NOTE:
 DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
 AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

DISTANCE NOTE:
 DISTANCES SHOWN ON THIS PLAN ARE GROUND DISTANCES AND
 CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY A
 COMBINED SCALE FACTOR OF 0.999733.

NOTE:
 DSB PLANTED DUE TO MULTICUT OVERBROW.

INTEGRATION DATA:

OBSERVED REFERENCE POINTS (ORP) DERIVED FROM GPS OBSERVATIONS USING THE PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 18 AND 83 (CORS) (2015)			
POINT ID	NORTHING	EASTING	HEIGHT
ORP1	5 053 100.14	382 953.72	
ORP2	5 053 238.18	382 837.31	

COORDINATE VALUES ARE TO METRIC ACCURACY PER
 SEC. 14 (2) OF O. REG. 216/12 AND CHANGES TO
 THEMSELVES BE USED TO RE-ESTABLISH CORNERS
 OR BOUNDARIES SHOWN ON THIS PLAN.

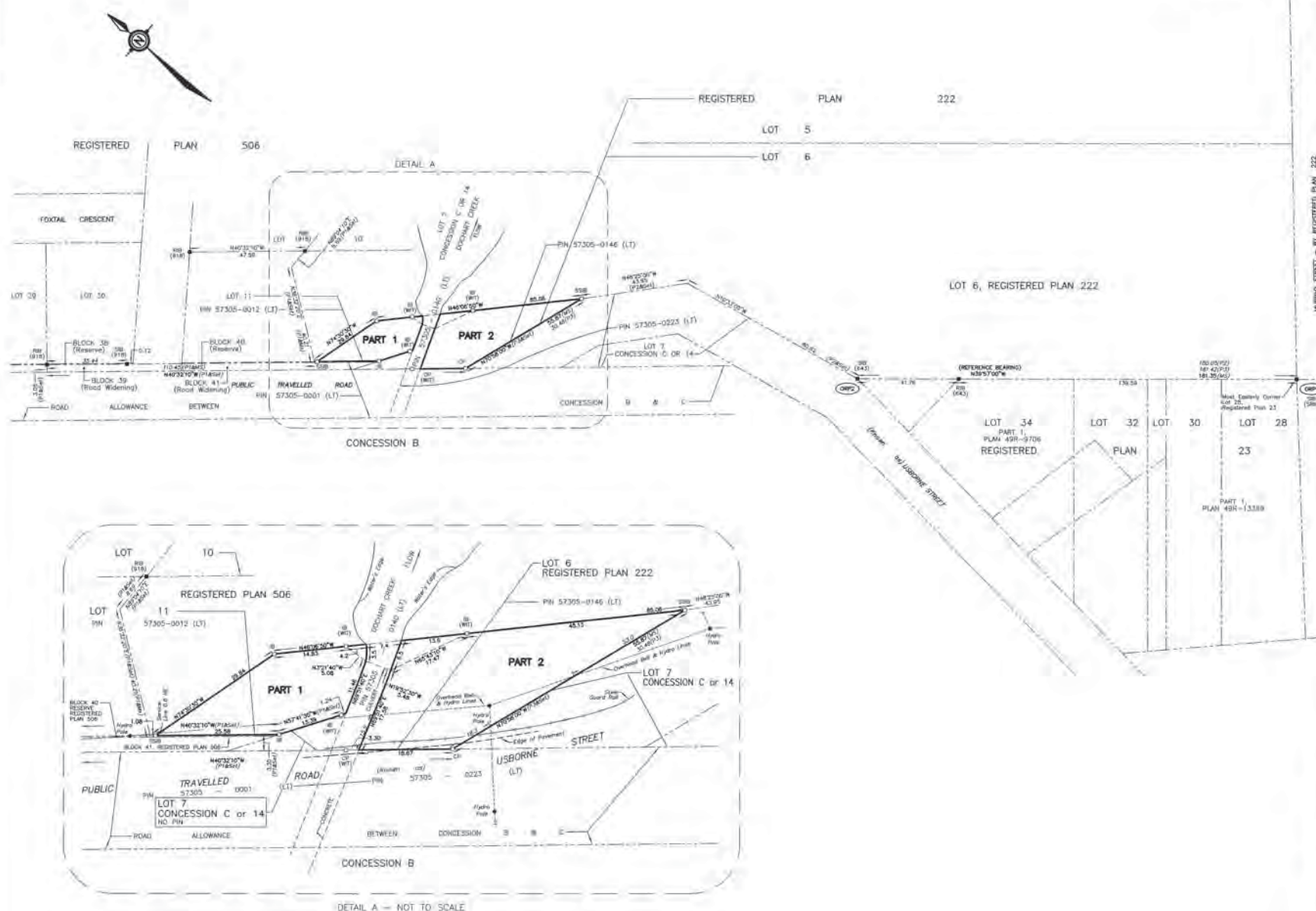
LEGEND (If Applicable)

SB	IRON BAR
SBR	STANDARD IRON BAR
SSB	SHORT STANDARD IRON BAR
RB	ROCK BAR
RP	ROCK POST
RP	ROCK PILE
CP	CONCRETE PIN
MP	MONUMENT FOUND
ST	MONUMENT SET
WT	WITNESS
CU	CONCRETE MONUMENT
ME	MEASURED
REF	REFERENCE POINT
CL	C.L. TAYLOR, O.L.S.
CL	CLUBB, S.M. & S.M. LTD.
SP	SURV. BONE & SMITH LTD.
PL	REGISTERED PLAN 506
PL	REGISTERED PLAN 222
PL	PLAN 49R-19538

SURVEYOR'S CERTIFICATE
 I, THE SURVEYOR, AND PLAN ARE CORRECT AND IN ACCORDANCE
 WITH THE SURVEY ACT, THE SURVEYORS ACT, THE LAND TITLES
 ACT AND THE REGULATIONS MADE UNDER THEM.
 2. THE SURVEY WAS COMPLETED ON JANUARY 19th, 2020.
 DATE: **MARCH 9, 2020**
Adam Kasprzak
 HON. C. ROY
 CHIEF LAND SURVEYOR

ADAM KASPRZAK SURVEYING LTD.
 ONTARIO LAND SURVEYORS
 20 BRIDGE ST., P.O. BOX 630
 RENFREW, ONTARIO, K7Y 4Z7
 PHONE (802) 432-3048

SCALE: 1 : 750
 REF: 20-2003 R
 FILE NO:



DETAIL A - NOT TO SCALE

COUNTY OF RENFREW

BY-LAW NUMBER 93-20

**A BY-LAW TO ACQUIRE LAND
COUNTY ROAD 65 (CENTENNIAL LAKE ROAD)**

WHEREAS under Section 6(1) and Section 8 of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may pass by-laws to acquire land;

AND WHEREAS under Section 5(3) of the Act, the County of Renfrew's capacity, rights, powers and privileges must be exercised by By-law;

AND WHEREAS under Section 31(6) of the Act, if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening;

AND WHEREAS the County Operations Committee has reviewed and approved the transfer of the land described, for the purpose of road reconstruction.

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

1. That the lands located on County Road 65 (Centennial Lake Road) in Part Lot 14, Concession 9 in the geographic Township of Matawatchan, in the Township of Greater Madawaska, described as Parts 3 & 4 on Plan 49R-19591 be acquired from Earl William Thomson for the sum of One Dollar (\$1.00).
2. That the lands are hereby dedicated as part of the highway immediately upon registration of the transfer documents.
3. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time and finally passed this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

PLAN OF SURVEY OF
PART OF LOT 14
CONCESSION 9
GEOGRAPHIC TOWNSHIP OF MATAWACHAN
TOWNSHIP OF GREATER MADAWASKA
COUNTY OF RENFREW

SCALE 1 : 500 METRES



I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE LAND
TITLES ACT.

PLAN 49R-1959/

RECEIVED AND DEPOSITED

DATE JULY 16, 2020

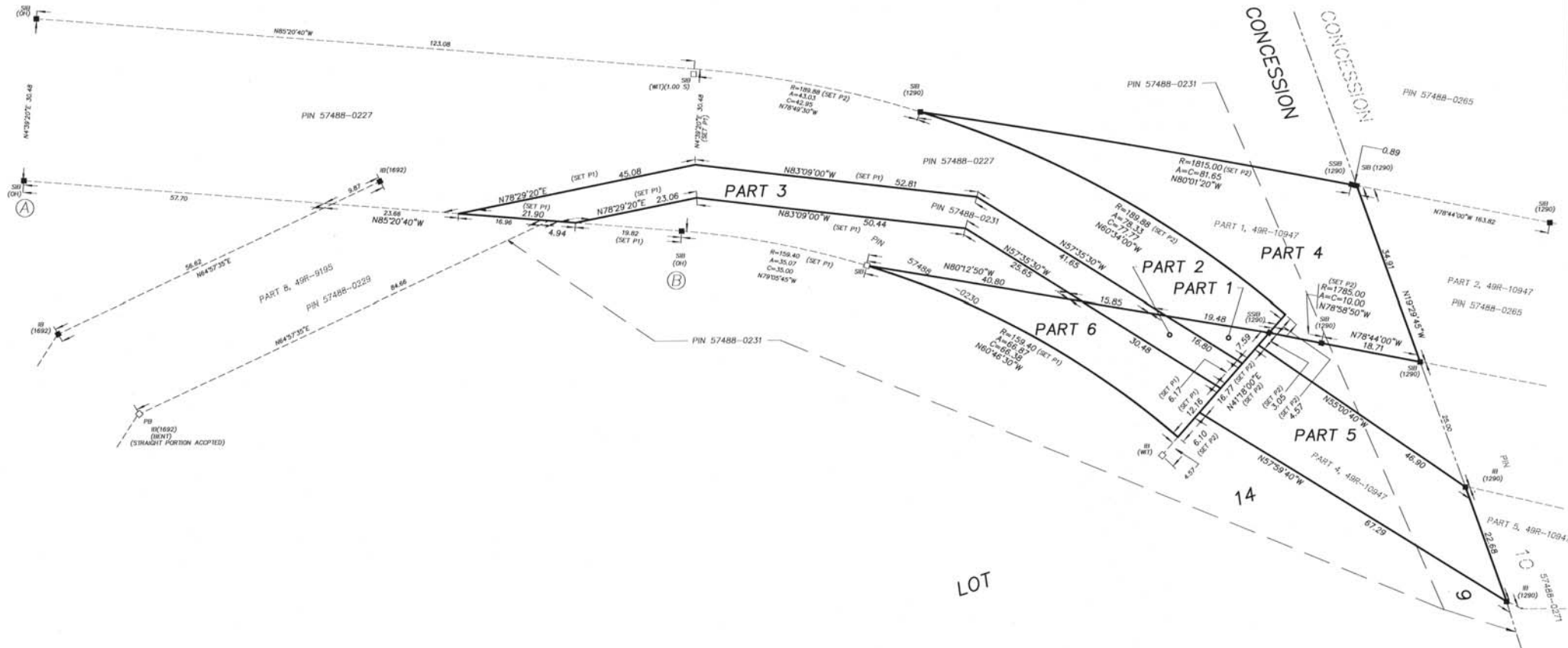
DATE July 30, 2020

Kerry Boehme
ONARIO LAND SURVEYOR

G.N. Nkurunziza
REPRESENTATIVE FOR THE
LAND REGISTRAR FOR THE
LAND TITLES DIVISION
OF RENFREW (49)

SCHEDULE

PART	LOT	CONCESSION	PIN	AREA (m ²)
1	PART OF 14	9	PT 57488-0227	63
2				144
3			PT 57488-0231	727
4				1303
5				866
6			PT 57488-0230	479



LEGEND

- DENOTES SURVEY MONUMENT FOUND
- DENOTES SURVEY MONUMENT SET
- SSB DENOTES SHORT STANDARD IRON BAR
- SB DENOTES STANDARD IRON BAR
- PB DENOTES PLASTIC BAR
- WT DENOTES WITNESS
- M DENOTES MEASURED
- P1 DENOTES PL ATTACHED TO INST. R81030
- P2 DENOTES 49R-9195
- OH DENOTES ONTARIO HYDRO SURVEYS
- 1290 DENOTES DOUGLAS PATTERSON, OLS
- 1692 DENOTES FARLEY SMITH AND DENIS, OLS

BEARING NOTES

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE POINTS A AND B, BY POST PROCESSED STATIC OBSERVATIONS, UTM ZONE 18, NAD83(CSR5)(2010).
FOR BEARING COMPARISONS, THE FOLLOWING ROTATIONS WERE APPLIED:
P1,P2,P3 - 1°24'00" CLOCKWISE

DISTANCE NOTES - METRIC

DISTANCES ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.
DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999988

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON JUNE 12, 2020.

JULY 16, 2020

DATE

Kerry Boehme

KERRY BOEHME, O.L.S.

INTEGRATION DATA

OBSERVED REFERENCE POINTS DERIVED FROM GPS OBSERVATIONS USING A REAL TIME NETWORK AND ARE REFERRED TO UTM ZONE 18 (75° WEST LONGITUDE) NAD83(CSR5)(2010).

RURAL ACCURACY PER SEC. 14(2), O.R.G. 216/10.

POINT ID	NORTHING	EASTING
A	5004316.16	338221.26
B	5004306.17	338343.96

CAUTION: COORDINATES CHANGED IN THIS PLAN. BE USED TO RE-ESTABLISH CORNERS OR BENCHMARKS SHOWN ON THIS PLAN.



166
PARTY CHIEF: KB | DRAWN: | CHECKED BY: KB | PLOT DATE: JULY 16, 2020
FILE NAME: A-02277-8-Rev-02 | Copies available at: LandSurveyFiles.co.uk

COUNTY OF RENFREW
BY-LAW NUMBER 94-20
A BY-LAW TO ACQUIRE LAND
COUNTY ROAD 508 (CALABOGIE ROAD)

WHEREAS under Section 6(1) and Section 8 of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may pass by-laws to acquire land;

AND WHEREAS under Section 5(3) of the Act, the County of Renfrew's capacity, rights, powers and privileges must be exercised by By-law;

AND WHEREAS under Section 31(6) of the Act, if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening;

AND WHEREAS the County Operations Committee has reviewed and approved the transfer of the land described, for the purpose of road reconstruction.

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

1. That the lands located on County Road 508 (Calabogie Road) in Subdivision Lot 14, Registered Plan 226 in the geographic Township of Bagot in the Township of Greater Madawaska, described as Part 2 on Plan 49R-19581 be acquired from Patrick Anthony Stanghetta for the sum of One Dollar (\$1.00).
2. That the lands are hereby dedicated as part of the highway immediately upon registration of the transfer documents.
3. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 30th day of September, 2020.

READ a second time this 30th day of September, 2020.

READ a third time and finally passed this 30th day of September, 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

COUNTY OF RENFREW
BY-LAW NUMBER 95-20
A BY-LAW TO ACQUIRE LAND
COUNTY ROAD 653 (CHENAUX ROAD)

WHEREAS under Section 6(1) and Section 8 of the Municipal Act, S.O. 2001, c.25, as amended, a municipality may pass by-laws to acquire land;

AND WHEREAS under Section 5(3) of the Act, the County of Renfrew's capacity, rights, powers and privileges must be exercised by By-law;

AND WHEREAS under Section 31(6) of the Act, if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening;

AND WHEREAS the County Operations Committee has reviewed and approved the transfer of the land described, for the purpose of road reconstruction.

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

1. That the lands located on County Road 653 (Chenau Road) in Part Lot 24, Concession 4 in the geographic Township of Ross in the Township of Whitewater Region, described as Part 2 on Plan 49R-19584 be acquired from Ronald Davidson and Glenda Davidson for the sum of One Dollar (\$1.00).
2. That the lands are hereby dedicated as part of the highway immediately upon registration of the transfer documents.
3. That this By-law shall come into force and take effect upon the passing thereof.

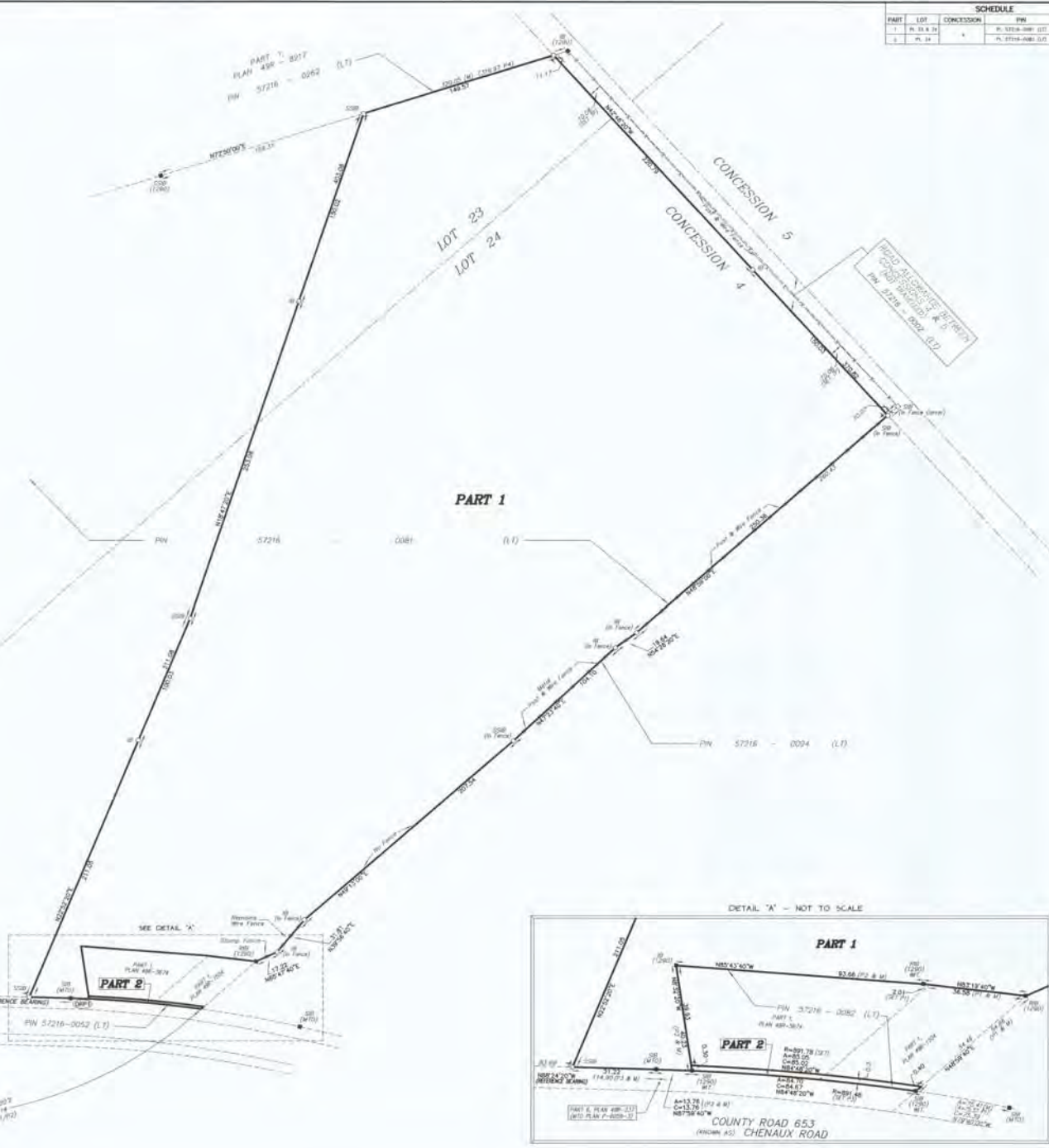
READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time and finally passed this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK




PLAN 49R - 19584
RECEIVED AND DEPOSITED
July 23, 2020
(date)
"J. Hansen"
Representative for LAND REGISTRAR FOR THE LAND
TITLES DIVISION OF RENFREW (No. 49)

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE
LAND TITLES ACT

DATE: JULY 20, 2020


ADAM KASPRZAK

PLAN OF SURVEY
OF PART OF
LOTS 23 & 24
CONCESSION 4
GEOGRAPHIC TOWNSHIP OF ROSS
TOWNSHIP OF WHITWATER REGION
COUNTY OF RENFREW
SCALE 1 : 1500



ADAM KASPRZAK SURVEYING LTD.

BEARING: ARE UTM GRID, DERIVED FROM GPS OBSERVATIONS ON ORBIT AND GPRS, HAVING A RESULTANT BEARING OF N052.2070N, UTM ZONE 18E (79° WEST LONGITUDE) AND 83 (COURS).

ASTRONOMIC BEARINGS CAN BE CALCULATED BY ROTATING THE GRID BEARINGS COUNTER CLOCKWISE "17.740" AS REFERRED TO BPP-237.

DISTANCE NOTE:
DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

DISTANCE NOTE:
DISTANCES SHOWN ON THIS PLAN ARE GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY A TANGENT SCALE FACTOR OF 0.99983.

NOTE:
USAR PLANNED TO INSUFFICIENT OVERLAP/EN:

INTEGRATION DATA:

OBSERVED REFERENCE POINTS (ORP) DERIVED FROM GPS OBSERVATIONS USING THE PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 18 N AD B3 (COORD) (1987).		
POINT ID	NORTHING	EASTING
ORP1	5 047 862.45	363 360.20
ORP2	5 047 865.64	363 345.38

COORDINATE VALUES ARE TO RURAL COUNTRIES PER SECTION 14 (3) OF THE SURVEY ACT AND CANNOT BE THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OF BOUNDARIES SHOWN ON THIS PLAN.

LEGEND	
RI	IRON BAR
SB	STANDARD IRON BAR
SSB	SHORT STANDARD IRON BAR
N	MOVEMENT FINDING
CP	MONUMENT SET
C	CONCRETE PIN
W	WITNESS
RB	ROCK BAR
(1299)	D.W. PATTERSON, O.L.S.
(MTO)	MINISTRY OF TRANSPORTATION, ONTARIO
(ORP)	OBSERVED REFERENCE POINT
(P1)	PLAN 48R-1504
(P2)	PLAN 48R-5674
(P3)	PLAN 48R-237, MTO PLAN (R-6209-5)
(P4)	PLAN 48R-8217

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEY'S ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
2. THE SURVEY WAS COMPLETED ON JUNE 1st, 2020.

DATE: JULY 20, 2020


ADAM KASPRZAK
ONTARIO LAND SURVEYOR

AK ADAM KASPRZAK SURVEYING LTD.
ONTARIO LAND SURVEYORS
29 BRIDGE ST., P.O. BOX 633
REDFERN ONTARIO L7Y 4E7
PHONE (813) 432-9048

SCALE: 1" = 1500'	REF: 20-2049
FILE NO.:	

COUNTY OF RENFREW

BY-LAW NUMBER 96-20

**A BY-LAW TO ENTER INTO A ROAD ACCESS AGREEMENT
WITH ZACHARY & KATHERINE HAMEL (COUNTY ROAD 6 – GILLAN ROAD)**

WHEREAS under Section 11(3) of the Municipal Act, 2001, S.O. 2001, as amended, a municipality may pass by-laws respecting highways under its jurisdiction;

AND WHEREAS under Section 35 of the Act, a municipality may pass by-laws restricting access to a highway under its jurisdiction by an owner of land abutting that highway;

AND WHEREAS Renfrew County Road 6 (Gillan Road) is under the jurisdiction of the Council of the Corporation of the County of Renfrew;

AND WHEREAS it is necessary to control access to lands described as Part of Lot 6, Concession 3, being Parts 1, 2, 3 & 4 on Reference Plan 49R-19587, in the geographic Township of Horton in the Municipality of the Township of Horton in the County of Renfrew;

AND WHEREAS the above described lands are currently held under the title of Zachary and Katherine Hamel.

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

1. That the Council of the Corporation of the County of Renfrew enter into a Road Access Agreement with Zachary & Katherine Hamel, as described in Schedule 'A' attached to this By-law for the purpose of controlling access to County Road 6 (Gillan Road).
2. That the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.

READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

SCHEDULE 'A'

ROAD ACCESS AGREEMENT

THIS ROAD ACCESS AGREEMENT made as of the ____ day of September, 2020.

BETWEEN: ZACHARY & KATHERINE HAMEL

1160 Whitton Road
Renfrew, ON, K7V 3Z6

OF THE FIRST PART

– and –

THE CORPORATION OF THE COUNTY OF RENFREW

County Administration Building
9 International Drive,
Pembroke, ON K8A 6W5
(hereinafter collectively called the "County")

OF THE SECOND PART

WITNESSES THAT WHEREAS:

1. Under its File Nos. B17/19 and B18/19 the County of Renfrew Land Division Committee granted provisional consents to the creation of two (2) new lots from the Owner's land more particularly described in Schedule "A" annexed hereto (hereinafter called the "Owner's" Land), in the case of the said lots together with a right-of-way in, over, along and upon Parts 3 and 4, Plan 49R-19587 for purposes of ingress and egress to and from the said lots; and

2. It is a condition of the said provisional consents that the parties enter into this Road Access Agreement; and
3. Zachary Hamel and Katherine Hamel are owners of Parts 2 and 3, Plan 49R-19587. The owner(s) intend(s) that this agreement satisfy the requirement.
4. Section 53(2) of the *Planning Act*, R.S.O. 1990, c. P.13 as amended, affords to the council of a municipality the same powers with respect to a consent with respect to the approval of a plan of subdivision under Section 51 (25) of the said Act; and
5. The County deems it expedient and in the public interest that this Road Access Agreement be entered into.

NOW THEREFORE in consideration of the sum of One Dollar (\$1.00) of lawful money of Canada now paid by each party to the other, the receipt and sufficiency whereof is hereby by each of them respectively acknowledged, and further in consideration of the covenants hereinafter set forth, the parties hereto agree as follows:

1. The following Schedules are annexed hereto and form part of this Agreement:
 - “A” - Legal Description of the Owner’s Land;
 - “B” - Legal Description of the New Lots; and
 - “C” - Description of Access Point (as hereinafter defined).
2. The parties acknowledge that the County of Renfrew Land Division Committee has granted provisional consents to the severance from the Owner’s Land of two (2) lots, each having a frontage on County Road 6 (Gillan Road), which lots are more particularly described in Schedule “B” annexed hereto (hereinafter referred to as the “Lots”).
3. (a) The Owners acknowledge that the consents were granted only on the condition that road access to the Lots from County Road 6 be via a single entrance located along the frontage on that part of the Owner’s land more particularly described in Schedule “C” to this Agreement (hereinafter referred to as the “Access Point”).

(b) The Owners undertake and agree to apply in the prescribed form and to pay the prescribed fee and to obtain from the County an entrance in accordance with the permit. Prior to granting a permit, the County may identify entrance works within their right-of-way, for the Owner to complete, prior to granting the permit. The County hereby undertakes and agrees to issue an entrance permit allowing access to the lots by means of the entrance located at the Access Point upon presentation of the Owners’ application in prescribed form, payment of the prescribed fee, and upon completion of the identified entrance works.

(c) The owner agrees to be responsible for the construction, operation, maintenance of the Access Point on an ongoing basis in compliance with the terms and conditions of the entrance permit and if required modify the Access Point so as to ensure that the Access Point remains in good and safe condition, in accordance with the policies, practices and design standards of the County or that Road Authority having jurisdiction over the Public Roadway.

(d) The Road Authority retains the right to require modifications to the Access Point at the sole cost of the owner so as to ensure the safety of the users of the Public Roadway.

(e) The ownership of the entrance and ancillary components shall remain that of the property Owner, his heirs and successors whose responsibility it shall be for the proper maintenance including replacement of the entrance and ancillary components whether located within the public right-of-way or on lands referenced in this agreement.

4. The Owners acknowledge that the County does not now and will not or in the future ever agree to allow access to either of the Lots or issue an entrance permit with respect to either of the Lots except for the common entrance at the Access Point provided for in paragraph 3 of this Agreement.
5. The Owners hereby release and agree to indemnify and save harmless the County, its elected officials, its agents and employees, from any and all claims, costs, expenses and damages arising from the existence of the entrance at the Access Point, or as a result of the use of the said entrance extending from the said entrance to the Lots by the Owners, the survivor of them, their successors in title to any of the Lots or any other person, whether due to the inability of emergency vehicles to access any of the Lots or otherwise.
6. The Owners agree to pay to the County that amount which is equivalent to the total of all legal and planning fees and disbursements incurred by the County in connection with the review, authorization and execution of this Agreement.
7. This Agreement shall be registered at the expense of the Owners against the title to the Lots and shall run with the title to the Lots.
8. This Agreement shall enure to the benefit of the County and its successors and shall be binding upon the Owners, the survivors of the Owners, and their respective personal representatives, heirs, successors and assigns, including in particular their successors in title to the Lots.

175

SCHEDULE "A"

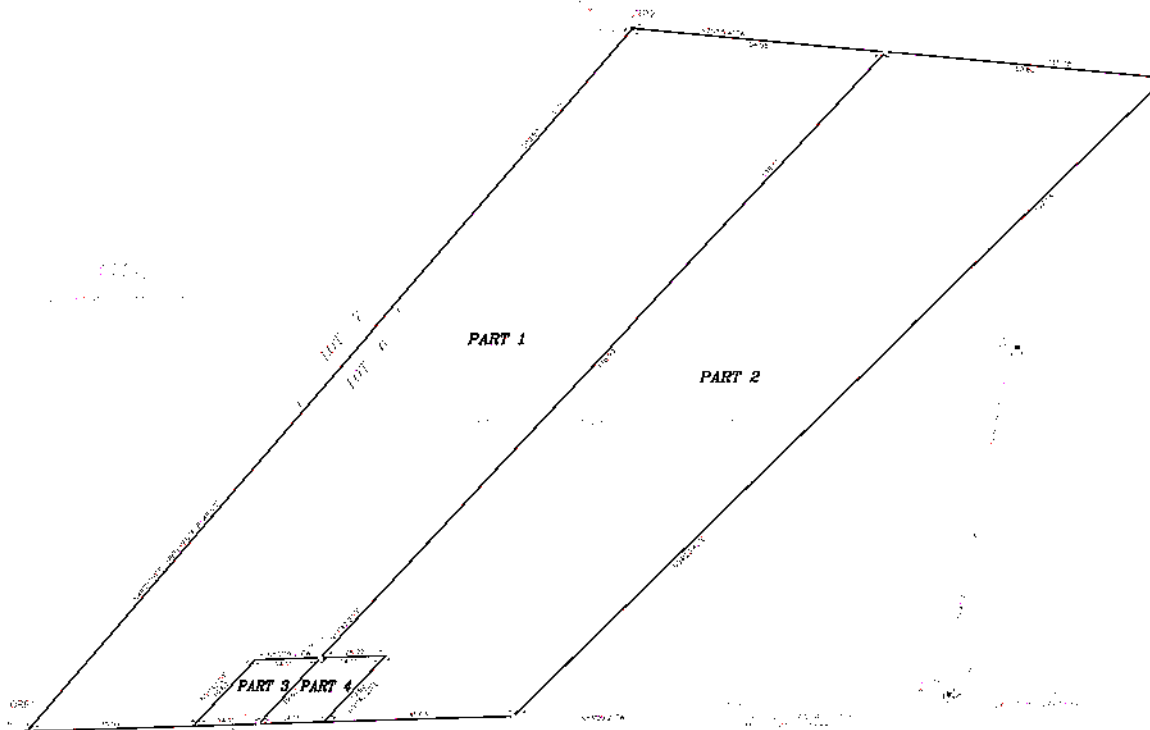
Owners' Land: Part of Lot 6, Concession 3, geographic Township of Horton, in the Township of Horton, in the County of Renfrew. More specifically described as Part 1 on Registered Plan 49R-18157.

SCHEDULE "B"

Lots: Part of Lot 6, Concession 3, geographic Township of Horton, in the Township of Horton, in the County of Renfrew. More specifically described as Parts 1 & 2 (Lot 1) and Parts 3 & 4 (Lot 2) on Reference Plan 49R-19587.

SCHEDULE "C"

Access Point: Parts 3 & 4 on Reference Plan 49R-19587.



COUNTY ROAD 6 MILLER ROAD

지식 : 지식

_____ July 30, 2020 _____

S. N. Nazarenko

$\frac{d}{dt} \left(\frac{1}{2} m v^2 \right) = \frac{1}{2} m \frac{d}{dt} (v^2) = \frac{1}{2} m \frac{d}{dt} (v_x^2 + v_y^2 + v_z^2)$

REC'D - 3/25/00 11:00 AM
AND - 1/25/00
1/25/00 11:00 AM

John F. Kennedy
JFK

PLAN OF SURVEY
OF PART OF
LOT 6
CONCESSION 3
GEOGRAPHIC TOWNSHIP OF HORTON
COUNTY OF RENFREW
SCALE 1 : 500

ADAM KASPRZAK SURVEYING LTD.

BEARING NOTE:

METHOD NOTE:
 1. The following test is performed on a 100% dry weight basis. The test is performed on a 100% dry weight basis. The test is performed on a 100% dry weight basis.

DISTANCE NOTE:
DISTANCE IS GIVEN ON THE BASIS OF APPROXIMATE
AND CAN BE DIFFERENT TO THE DISTANCE IN REALITY

NOTE:
1. 1.000 2. 2. 3. 75 4. 100 5. 1000 6. 10000

INTEGRATION DATA:

[illegible]

1957	5000	10000
1958	5000	10000
1959	5000	10000
1960	5000	10000
1961	5000	10000
1962	5000	10000
1963	5000	10000
1964	5000	10000
1965	5000	10000
1966	5000	10000
1967	5000	10000
1968	5000	10000
1969	5000	10000
1970	5000	10000
1971	5000	10000
1972	5000	10000
1973	5000	10000
1974	5000	10000
1975	5000	10000
1976	5000	10000
1977	5000	10000
1978	5000	10000
1979	5000	10000
1980	5000	10000
1981	5000	10000
1982	5000	10000
1983	5000	10000
1984	5000	10000
1985	5000	10000
1986	5000	10000
1987	5000	10000
1988	5000	10000
1989	5000	10000
1990	5000	10000
1991	5000	10000
1992	5000	10000
1993	5000	10000
1994	5000	10000
1995	5000	10000
1996	5000	10000
1997	5000	10000
1998	5000	10000
1999	5000	10000
2000	5000	10000
2001	5000	10000
2002	5000	10000
2003	5000	10000
2004	5000	10000
2005	5000	10000
2006	5000	10000
2007	5000	10000
2008	5000	10000
2009	5000	10000
2010	5000	10000
2011	5000	10000
2012	5000	10000
2013	5000	10000
2014	5000	10000
2015	5000	10000
2016	5000	10000
2017	5000	10000
2018	5000	10000
2019	5000	10000
2020	5000	10000
2021	5000	10000
2022	5000	10000
2023	5000	10000
2024	5000	10000
2025	5000	10000
2026	5000	10000
2027	5000	10000
2028	5000	10000
2029	5000	10000
2030	5000	10000
2031	5000	10000
2032	5000	10000
2033	5000	10000
2034	5000	10000
2035	5000	10000
2036	5000	10000
2037	5000	10000
2038	5000	10000
2039	5000	10000
2040	5000	10000
2041	5000	10000
2042	5000	10000
2043	5000	10000
2044	5000	10000
2045	5000	10000
2046	5000	10000
2047	5000	10000
2048	5000	10000
2049	5000	10000
2050	5000	10000
2051	5000	10000
2052	5000	10000
2053	5000	10000
2054	5000	10000
2055	5000	10000
2056	5000	10000
2057	5000	10000
2058	5000	10000
2059	5000	10000
2060	5000	10000
2061	5000	10000
2062	5000	10000
2063	5000	10000
2064	5000	

$\frac{1}{2} \log \frac{1}{2} = -0.585$
 $\frac{1}{4} \log \frac{1}{4} = -0.5$
 $\frac{1}{8} \log \frac{1}{8} = -0.415$
 $\frac{1}{16} \log \frac{1}{16} = -0.325$
 $\frac{1}{32} \log \frac{1}{32} = -0.244$
 $\frac{1}{64} \log \frac{1}{64} = -0.169$
 $\frac{1}{128} \log \frac{1}{128} = -0.098$
 $\frac{1}{256} \log \frac{1}{256} = -0.054$
 $\frac{1}{512} \log \frac{1}{512} = -0.029$
 $\frac{1}{1024} \log \frac{1}{1024} = -0.015$
 $\frac{1}{2048} \log \frac{1}{2048} = -0.008$
 $\frac{1}{4096} \log \frac{1}{4096} = -0.004$
 $\frac{1}{8192} \log \frac{1}{8192} = -0.002$
 $\frac{1}{16384} \log \frac{1}{16384} = -0.001$
 $\frac{1}{32768} \log \frac{1}{32768} = -0.0005$
 $\frac{1}{65536} \log \frac{1}{65536} = -0.00025$
 $\frac{1}{131072} \log \frac{1}{131072} = -0.000125$
 $\frac{1}{262144} \log \frac{1}{262144} = -0.0000625$
 $\frac{1}{524288} \log \frac{1}{524288} = -0.00003125$
 $\frac{1}{1048576} \log \frac{1}{1048576} = -0.000015625$
 $\frac{1}{2097152} \log \frac{1}{2097152} = -0.0000078125$
 $\frac{1}{4194304} \log \frac{1}{4194304} = -0.00000390625$
 $\frac{1}{8388608} \log \frac{1}{8388608} = -0.000001953125$
 $\frac{1}{16777216} \log \frac{1}{16777216} = -0.0000009765625$
 $\frac{1}{33554432} \log \frac{1}{33554432} = -0.00000048828125$
 $\frac{1}{67108864} \log \frac{1}{67108864} = -0.000000244140625$
 $\frac{1}{134217728} \log \frac{1}{134217728} = -0.0000001220703125$
 $\frac{1}{268435456} \log \frac{1}{268435456} = -0.00000006103515625$
 $\frac{1}{536870912} \log \frac{1}{536870912} = -0.000000030517578125$
 $\frac{1}{1073741824} \log \frac{1}{1073741824} = -0.0000000152587890625$
 $\frac{1}{2147483648} \log \frac{1}{2147483648} = -0.00000000762939453125$
 $\frac{1}{4294967296} \log \frac{1}{4294967296} = -0.000000003814697265625$
 $\frac{1}{8589934592} \log \frac{1}{8589934592} = -0.0000000019073486328125$
 $\frac{1}{17179869184} \log \frac{1}{17179869184} = -0.00000000095367431640625$
 $\frac{1}{34359738368} \log \frac{1}{34359738368} = -0.000000000476837158203125$
 $\frac{1}{68719476736} \log \frac{1}{68719476736} = -0.0000000002384185791015625$
 $\frac{1}{137438953472} \log \frac{1}{137438953472} = -0.00000000011920928955078125$
 $\frac{1}{274877906944} \log \frac{1}{274877906944} = -0.000000000059604644775390625$
 $\frac{1}{549755813888} \log \frac{1}{549755813888} = -0.0000000000298023223876953125$
 $\frac{1}{1099511627776} \log \frac{1}{1099511627776} = -0.00000000001490116119384765625$
 $\frac{1}{2199023255552} \log \frac{1}{2199023255552} = -0.000000000007450580596923828125$
 $\frac{1}{4398046511104} \log \frac{1}{4398046511104} = -0.0000000000037252902984619140625$
 $\frac{1}{8796093022208} \log \frac{1}{8796093022208} = -0.00000000000186264514923095703125$
 $\frac{1}{17592186044416} \log \frac{1}{17592186044416} = -0.000000000000931322574615478515625$
 $\frac{1}{35184372088832} \log \frac{1}{35184372088832} = -0.0000000000004656612873077392578125$
 $\frac{1}{70368744177664} \log \frac{1}{70368744177664} = -0.00000000000023283064365386962890625$
 $\frac{1}{140737488355328} \log \frac{1}{140737488355328} = -0.000000000000116415321826934814453125$
 $\frac{1}{281474976710656} \log \frac{1}{281474976710656} = -0.0000000000000582076609134674072265625$
 $\frac{1}{562949953421312} \log \frac{1}{562949953421312} = -0.00000000000002910383045673370361328125$
 $\frac{1}{1125899906842624} \log \frac{1}{1125899906842624} = -0.000000000000014551915228366851806640625$
 $\frac{1}{2251799813685248} \log \frac{1}{2251799813685248} = -0.0000000000000072759576141834259033203125$
 $\frac{1}{4503599627370496} \log \frac{1}{4503599627370496} = -0.00000000000000363797880709171295166015625$
 $\frac{1}{9007199254740992} \log \frac{1}{9007199254740992} = -0.000000000000001818989403545856475830078125$
 $\frac{1}{18014398509481984} \log \frac{1}{18014398509481984} = -0.0000000000000009094947017729282379150390625$
 $\frac{1}{36028797018963968} \log \frac{1}{36028797018963968} = -0.00000000000000045474735088646411895751953125$
 $\frac{1}{72057594037927936} \log \frac{1}{72057594037927936} = -0.000000000000000227373675443232059478759765625$
 $\frac{1}{144115188075855872} \log \frac{1}{144115188075855872} = -0.0000000000000001136868377216160297393798828125$
 $\frac{1}{288230376151711744} \log \frac{1}{288230376151711744} = -0.00000000000000005684341886080801486968994140625$
 $\frac{1}{576460752303423488} \log \frac{1}{576460752303423488} = -0.000000000000000028421709430404007434844970703125$
 $\frac{1}{1152921504606846976} \log \frac{1}{1152921504606846976} = -0.0000000000000000142108547152020037174224853515625$
 $\frac{1}{2305843009213693952} \log \frac{1}{2305843009213693952} = -0.00000000000000000710542735760100185871124267578125$

[illegible]

SURVEYOR'S CERTIFICATE

1. I certify that:

2. The above is a true and correct copy of the original as shown to me by the person presenting it for recording.

3. The above is a true and correct copy of the original as shown to me by the person presenting it for recording.

4. The above is a true and correct copy of the original as shown to me by the person presenting it for recording.

5. The above is a true and correct copy of the original as shown to me by the person presenting it for recording.

...Y 1.9, 1.22

AK ADAM KASPRZYK SURVEYING LTD
ONTARIO LAND SURVEYORS
22 BRIDGE ST. P.O. BOX 653
NEWARK, ONTARIO L7Y 4C7
PHONE: (519) 432-3048

NAME: AKS ADDRESS: AKS CITY: AKS STATE: AKS

September 30, 2020

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

We, your **Development & Property Committee**, wish to report and recommend as follows:

INFORMATION

1. **Planning Division Activity Tracker**

Tabled is the Activity Tracker for August 2020. In August, the Planning Division opened 17 new severance applications and prepared 13 planning checklists for general inquiries (pre-consultations).

For the period January – August 2020, the County of Renfrew opened 64 severance applications compared to 67 over the same period in 2019. With respect to decisions, 51 decisions were rendered from January – August 2020 compared to 90 rendered over the same period in 2019.

A part lot control exemption by-law was approved in the Town of Arnprior for 28 townhouse units. In the Township of Greater Madawaska, a condominium was approved for 14 existing units.

2. **Canada's Small Modular Reactor (SMR) Action Plan**

Canada's Small Modular Reactor Action Plan titled "A Call to Action: A Canadian Roadmap for Small Modular Reactors" which is the result of a 10-month effort to chart a vision for the next wave of nuclear innovation is available for viewing at https://smrroadmap.ca/wp-content/uploads/2018/11/SMRroadmap_EN_nov6_Web-1.pdf

Our Committee directed staff to respond with an endorsement of the Statement of Principles, in keeping with the County of Renfrew's support of Small Modular Reactors (SMRs) in the past, and other pertinent economic development information as requested.

3. Eastern Ontario Food Hub

Tabled is a news release and information sheet provided by the United Counties of Prescott and Russell (UCPR) who have developed the concept for the creation of an Eastern Ontario Food Hub that will see the creation of a facility where producers from across this region will be able to access and can grow their revenue without significantly increasing their costs. According to research conducted, producers need this facility's production and traceability equipment to get on grocery shelves. Plant Design consultant, Fulton Foods, advised the UCPR on cost projections to make the project profitable for all.

Agriculture remains a very important economic development sector in Renfrew County, and our efforts to support this vital community will be enhanced with the creation of this food hub nearby. A letter of support was provided to the United Counties of Prescott and Russell.

4. Ontario East Economic Development Commission Workforce Development Report

The Ontario East Economic Development Commission (OEEDC) has released the tabled report titled Strategic Plan for the Ontario East Talent Identification Support Project. This Project is part of the on-going Workforce Development Program of OEEDC and its partners and was funded by the Ontario Ministry of Labour, Training and Skills Development (MLTSD) as an Ontario Labour Market Partnerships (OLMP) initiative. "The overarching objective of the project is to address the current and anticipated needs of wealth-generating employment sectors in Eastern Ontario, with the specific goals of supporting the effort to grow and sustain the skilled and available labour pool for new and existing employers and to promote the advantages of living and working in Eastern Ontario." This reflects precisely one of the key goals of Economic Development Services, and supports our local and external labour market recruiting efforts and our on-going campaign to promote Renfrew County as a place to Live, Work, Play, Learn and Invest. OEEDC will be requested to update the Plan to add local regional context from Renfrew County which will include the Algonquin College, the influence of Garrison Petawawa and the forestry industry. Director of Development & Property, Craig Kelley, has volunteered to sit on the Workforce Advisory Panel.

5. Municipal Collaborative Promotional Tourism Photograph Sessions

To directly support our member municipalities, the Ottawa Valley Tourist Association (OVTA) is proposing collaborative photographic sessions with all municipalities. Those municipalities that wish to collaborate and cost-share on a 50/50 basis the services of an OVTA selected local professional photographer will

be able to identify the photographic subjects they wish to have assembled to reflect their municipal attractions, sites, recreation, shopping districts and heritage. OVTA will add to this photo list any imagery required for general tourism marketing of the municipality and the Ottawa Valley. Interested municipalities may contact Tourism Development Officer, Melissa Marquardt, directly to discuss and to become a project partner. Participating municipalities will receive all imagery files, edited and graphically optimized by the photographer, and the maximum cost is expected to be \$500 or less per municipality. The cost will be dependent on the amount of shooting time per municipality and the number of requested photographs and subjects.

The OVTA intends to collect specifically selected photographic imagery from across Renfrew County and in the City of Pembroke whether an individual municipality collaborates directly or not in this project. The photographic subjects and the number of photos collected in non-participating municipalities, however, will be determined solely by staff and the photographer and will focus only on OVTA requirements. Those photographs would be available to all municipalities from the OVTA files.

6. Starter Company Plus Clients Compete for \$5,000 Funding

Enterprise Renfrew County is in the final stages of reviewing business plans and cash flows from participants in the active intake of Starter Company Plus clients who have chosen to compete for the available funding. Starter Company Plus provides four months of business training, mentoring and coaching and at the final stages of the program, participants may elect to compete for a limited number of \$5,000 funding allotments. This very competitive process involves a detailed review of the client business plans developed over the course of the program. The business plans which pass this review are eligible for the Business Pitch competition with a review panel who will score both the business plan itself and the pitch the entrepreneur makes to support their request for funding. The Starter Company Plus grant reviews and business pitch competition will be completed virtually by September 18, 2020.

On September 24, 2020 Enterprise Renfrew County began accepting applications for the fall 2020 intake of Starter Company Plus.

7. Algonquin Park 2021-2031 Forest Management Direction

The County of Renfrew was invited to review and comment on the proposed Long-Term Management Direction (LTMD) for the 2021-2031 Forest Management Plan (FMP) for the Algonquin Park Forest.

The FMP takes approximately three years to complete. During this time, five formal opportunities for public consultation and First Nation and Métis community involvement and consultation are provided. The first opportunity (Stage One) for this FMP occurred on December 6, 2017 when the public was invited to “Participate” in the development of the plan. This ‘Stage Two’ is an invite to review and comment on:

- the proposed long-term management direction for the forest; and
- the areas which could reasonably be harvested, and the preferred areas for harvest operations, during the 10-year period of the plan.

The County Forester submitted the tabled letter of support for the Long-Term Management Direction of the 2021-2031 Forest Management Plan for the Algonquin Park Forest in keeping with previous resolutions of County support. Although this is not a consultation period in the planning process, opposition to forest management in Algonquin Park has already begun to be directed toward this Forest Management Plan. The County continues to support the businesses and communities that work in and because of sustainable forest management in Algonquin Park.

8. Sustainable Growth: Ontario’s Forest Sector Strategy

On August 20, 2020 the Ontario government released “Sustainable Growth: Ontario’s Forest Sector Strategy”, the Province’s plan to create jobs and encourage economic growth in the forest industry. The strategy will support the Indigenous, northern and rural communities that depend on the sector, while ensuring the Province’s forests stay healthy for generations to come. The announcement was made by the Honourable John Yakabuski, Minister of Natural Resources and Forestry.

“Our government has developed a strategy that will help create more good-paying jobs for Ontarians and provide greater opportunity in communities that depend on the forestry sector,” said Minister Yakabuski. “At the same time, we are taking steps to protect our forests. Ontario’s sustainable forest management practices are based on the most up-to-date science and are continuously reviewed and improved to ensure the long-term health of our forests while providing social, economic and environmental benefits for everyone across the province.”

The County had provided input early in the development of the Strategy, as well as on the Draft Strategy. The Strategy shines a positive light on the forest sector, and sets the stage for advancement in the future.

Our Committee directed staff to address the Sustainable Growth for Renfrew County and Algonquin Park to determine how the County can maximize the product that is harvested to the fullest extent that it is utilized.

9. Ottawa Valley Recreational Trail Advisory Committee

The Ottawa Valley Recreational Trail Committee (OVRT) met on August 19, 2020 and directed staff to proceed with the transfer of the next grouping of properties. The OVRT Committee also directed staff to contact the Honourable John Yakabuski, Minister of Natural Resources and Forestry, to request an expedited response for the unpatented crown lands.

10. Algonquin Trail Economic Development Impact Study

The Ottawa Valley Recreational Trail (OVRT) and the Algonquin Trail Advisory Committees were provided with an update on the increased usage of the OVRT/Algonquin Trail since opening of the Trail. Our Committee directed staff to develop a continuing economic development impact study for the Algonquin Trail.

11. Service Delivery Improvement Project

Phase 1, which is the east wing renovation for the Development and Property and the Public Works and Engineering Departments as well as the Hard Rock Café and Front Reception area, is proceeding well. This area is scheduled to be turned over to the County the week of October 19, 2020. This scheduled time frame will be very tight with a more realistic date towards the first of November.

Phase 1B which is the new courtroom area is scheduled for completion mid-December and it is anticipated this timeline will be met.

Staff are preparing to have the present Public Works area vacated for November 1 as this will be Phase 2 and will incorporate new Boardrooms and a Lunch Room/Collaboration area. Phase 3 is the Social Services area and will be started when the present Renfrew County and District Health Unit area is vacated on November 1, 2020.

12. New Pylon Sign – County Administration Building, 9 International Drive

The Request for Proposal (RFP) for the Pylon Sign has been awarded to Everest Signs from Toronto. The key components in the selection were:

- The proposal provided clear, concise designs with additional contemporary design options.

- Quality and size of similar projects completed including municipal projects and references provided.
- Proposal provided all the requirements listed in the RFP including engineering, permits, etc.
- The company was established in 1986 and provides full service capabilities including design, manufacturing, engineering and installation.
- Three-year parts and labour warranty on the installation is included.

The cost of the original proposal was \$60,900 on the basic concept design. The review Committee selected the optional proposal that was provided at a cost of \$70,800. This option incorporates a newer contemporary design as well as an 8mm full colour LED reader board. The reader board display was also increased to 3ft. x 8ft. from the original request of 2ft. x 8ft. The project budget was \$50,000. The additional funds will be taken from the Humidifier Replacement capital project which is deferred with the current redevelopment project taking place. Tabled is the proposed design of the new Pylon Sign.

13. Official Plan Amendments (OPAs) Exemption

Tabled is notification from the Ministry of Municipal Affairs and Housing (MMAH) advising that Ontario Regulation 471/20 has been signed, thereby adding Renfrew County to the list of approximately 120 municipalities exempted from ministerial approval for official plan amendments under Ontario Regulation 525/97. This exemption from ministerial approval will apply to any official plan amendment that County Council adopts on or after August 31, 2020 (except for those related to five-year reviews).

The effect of Ontario Regulation 471/20 is that an official plan amendment will come into effect following adoption by County Council and clearance of the 20-day appeal period. Since there will be no need to forward an amendment to the Province for approval, this process will save time and money (i.e. the \$12,000 fee MMAH now charges to approve amendments).

This process will allow the County to move forward on an amendment to the County Official Plan to make changes that will address the unique development features of Renfrew County (e.g., slow growth and a large land base), while also balancing provincial interests contained in the Provincial Policy Statement. Tabled is a work plan for this amendment, which is being called Official Plan Amendment No. 31 and given the title "County Update". This amendment will have to follow the requirements of the Planning Act, including the holding of a public meeting and the running of a 20-day appeal period.

Achieving exemption status has been a goal of the County for a long time and the County of Renfrew greatly appreciates the efforts of the Ministry of Municipal Affairs and Housing and the Honourable John Yakabuski in making this a reality.

RESOLUTIONS

14. K & P Recreational Trail

RESOLUTION NO. DP-CC-20-61

Moved by Chair

Seconded by Committee

THAT County Council approve that the 950 metres of the historic K & P Line in the Town of Renfrew be managed by the K & P Management Advisory Committee at this session of Council.

Background

Historic records indicate that the CP spur line in the Town of Renfrew was originally part of the K & P Line. The transfer of this spur line would be in keeping with the historical records of this section of the rail line.

On August 31, 2017, the Algonquin Trail Advisory Committee passed a resolution recommending that the K & P Management Advisory Committee consider adding the CP spur line in the Town of Renfrew as part of the K & P Recreational Trail corridor for naming, maintenance and promotional purposes.

Staff has reviewed the implication of adding the 950 metres to the K & P Recreational Trail and has no concerns. Changes will be implemented when and where required on an ongoing basis. Staff has also received confirmation from the Province that only the additional 950 metres of trail would need to apply to the requirements of the *Accessibility for Ontarians with Disabilities Act* (AODA).

The Algonquin Trail Advisory Committee has been advised of this decision.

All of which is respectfully submitted.

Robert Sweet, Chair

And Committee Members: P. Emon, B. Hunt, S. Keller, D. Lynch, J. Reinwald, D. Robinson, J. Visneskie Moore



DEVELOPMENT AND PROPERTY DEPARTMENT PLANNING DIVISION ACTIVITY TRACKER

TIME PERIOD - August 2020

	Arnprior	Deep River	Laurentian Hills	Petawawa	Renfrew	Admaston/Bromley	Bonnechere Valley	Brudenell, Lyndoch & Raglan	Greater Madawaska	Head, Clara & Maria	Horton	Killaloe, Hagarty & Richards	Laurentian Valley	Madawaska Valley	McNab / Braeside	North Algonia Wilberforce	Whitewater Region	County-wide	MONTHLY TOTAL	2019 YEAR-END TOTAL
APPROVALS																				
Local Official Plan																			0	0
Local Official Plan Amend.																			0	3
Subdivision Draft Approval																			0	3
No. of Draft Approved Units																			0	26
Subdivision Final Approval								1											1	2
No. of Final Approved Units								14											14	26
Part Lot Control By-laws	1																		1	7
No. of Part Lot Control Units	28																		28	81
Severances																1	2		3	156
TOTAL FINAL & DRAFT APPROVED LOTS	28	0	0	0	0	0	0	0	14	0	0	0	0	0	0	1	2	0	45	289
APPLICATIONS (Review & Preparation of Documents)																				
Official Plans																			0	0
OPAs																			0	0
Comprehensive Zoning By-laws																			0	0
Zoning By-law Amend.											1								1	44
New Severance Apps (Cty)			1	5		1	1		1		1			2			5		17	110
Severance Rpts to Mun.																			0	17
Minor Variance Rpts to Mun.																			0	7
Plan of Subdivision Apps.																			0	5
No. of Subd Units																			0	263
Site Plans/Agreements																			0	6
LPAT Hearings																			0	0
PRELIMINARY REVIEW																				
Planning Checklists			2				2		3						4		2		13	179
Other Inquiries	3	2	1	3	2	8	6	2	4	0	7	3	2	13	18	2	3		79	187
TOTAL ACTIVITY	4	2	4	8	2	9	9	2	9	0	9	3	2	15	22	3	12	0	115	
2019 YEAR END ACTIVITY	6	10	10	38	1	32	51	21	68	7	68	63	47	96	88	43	77	0		726

64 severances received January-August 2020 versus 67 severances received January-August 2019

51 severance decisions January-August 2020 versus 90 severance decisions January-August 2019

NEWS RELEASE

For immediate release

The UCPR announces the creation of an innovative food hub in Eastern Ontario

L'Orignal, April 22, 2020 – The United Counties of Prescott and Russell (UCPR) today announced the creation of an innovative food hub in Eastern Ontario. In partnership with the private sector, the UCPR will build a federal slaughterhouse, with food processing and distribution capacities, in order to meet the needs of regional and national markets.

This \$36-million project will create 65 jobs and will be located in one of the UCPR's municipalities, to be unveiled shortly, according to certain criteria. A potential expansion is planned in order to satisfy international demand.

"It is time for municipalities to launch innovative projects that will generate new revenue streams that will help cover municipal expenses with funds other than government subsidies and property taxes. Furthermore, the UCPR will be the majority shareholder of this agri-food company," stated UCPR Warden Pierre Leroux.

This business model, unique in Canada and perhaps worldwide, is modelled in part on American food hubs where producers send their cattle to slaughter, after which they are packaged and distributed in a predetermined market. This project is unique here because all types of meats and vegetables will be processed.

Research has also confirmed that retailers and consumers are increasingly interested in buying quality and traceable local products. The food hub will therefore take the lead in the recovery and revival of agri-food in the region, particularly following the Covid-19 pandemic.

"We have learned from the current pandemic situation," added Stéphane Sarrazin, Chair of the UCPR Economic Development and Tourism Committee. "Due to the increasing uncertainty across international markets, food self-sufficiency has become more important in terms of availability, freshness and traceability."

The UCPR's Food Hub will further the success of existing local food counters in retail stores. It will meet the needs of red and white meat producers as well as vegetable growers, who will overcome the challenges of production and processing and ensure the growth of their businesses. The food hub will eliminate the uncertainty of sales, reduce food waste, and will favour the creation of new products during the processing stage.

A call for tenders to find private sector partners will be issued shortly. Construction is expected to begin in the spring of 2021 and the opening is planned for the fall of 2022.

- 30 -

Justin Bromberg, Chief of Staff and Communications Manager
613.675.4661, extension 2002 / jbromberg@prescott-russell.on.ca

Carole Lavigne, Economic Development and Tourism Director
613-675-4661, extension 8100 / clavigne@prescott-russell.on.ca

INFORMATION SHEET

ORIGINS OF THE PROJECT

In 2014 the United Counties of Prescott and Russell (UCPR) conceived the Local Food Counter initiative – a project that brought \$1M in net new sales to Metro, and a 32% increase in local food section sales in the first year.

During the first year of this Local Food Counter Initiative, a Poultry Farm in the UCPR had to triple its egg production to meet the demand.

During the last four years, FIVE OTHER FARMS in the UCPR had to double their production to meet consumer demand for contract sales.

With these successes, a survey was taken to determine the challenges faced by producers and the results became the basis of the food-hub project. With this facility, producers can finally grow their revenue without significantly increasing their costs. Producers need this facility's production and traceability equipment to get on grocery shelves. Plant Design consultant, Fulton Foods, advised the UCPR on cost projections to make the project profitable for all.



The UCPR will have the ideal location and designated land to launch a federal initiative to help producers grow their economies of scale. By partnering with investors to build a Federal Slaughter, Processing and Distribution facility, we will again help Small and Medium Producers get contracts to triple their production and increase sales on grocery shelves to meet growing consumer demand for local, fresh and traceable products.

PRODUCERS WANT TO MEET THE UCPR'S REGION OF 1.1 MILLION CONSUMERS' DEMAND FOR LOCAL FOOD

But without this facility, there is not enough production within 100 km to meet buyer expectations. All generations are now asking for local, organic food, and are willing to pay the extra price to know where their products come from. The current pandemic situation increases the importance of food self-sufficiency and traceability.



THE REQUIRED FACILITY SALES ARE MET YEAR AFTER YEAR

Only one producer (per revenue line) is required to meet the production demands in Year 1, amongst the 7,257 Eastern Ontario farms producing within 1 - 1.5 hours' drive of the facility.

For example, one beef supplier can exceed the current beef income projections in Year 1 – and there are 18 other beef suppliers locally.

Moreover, financial projections for Year 1 show annual sales of \$11,435,640 and that 65 jobs will be required to operate the facility with a potential of 100 jobs when fully operational.

THE FOOD HUB WILL BE FINANCED IN PART WITH PUBLIC FUNDS AND PARTLY BY THE PRIVATE SECTOR.

The objective is to raise sufficient funds to avoid recurring financing costs. A number of federal and provincial programs are available for economic recovery after the pandemics, for job creation, innovation, the structuring of the agri-food sector, etc.

Tenders will soon be issued to raise the private portion of the investment.

Carole Lavigne, Director
613-675-4661 ext. 8100
clavigne@prescott-russell.on.ca

**ECONOMIC
DEVELOPMENT
AND TOURISM**





Strategic Plan for the Ontario East Talent Identification Support Project

Table of Contents:

Project Description	4
Phase 1: Strategic Planning Component Purpose	5
Phase 2: Detailed Work Plan for This Project	5
Project Background	6
About OEEDC and Its Communities in Eastern Ontario	7
Ontario East Target Sectors	8
Key Sectors & Emerging Technologies	8
Research Completed	9
Assessment of Previous Project	9
Key outcomes from the previous project (EOMWDP):	9
Research Completed in Spring 2020	11
Framework for Research	11
Methodology for Research	11
Environmental Scan of Best Practices	12
From June 2020 Stakeholders Survey & Literature Review	12
SUMMARY of Best Practices From Environmental Scan Spring 2020	12
Advisory Committee Formation	15
Detailed Work Plan	16
Phase 2: Outcomes by Deliverables for This Project	16
Deliverable #1: NEW TALENT ATTRACTION	17
Deliverable #2: CAREER PATHWAY BUILDING	21

Deliverable #3: TALENT RETENTION & MOBILE WORKFORCE PREPARATION	22
Deliverable #4: RAPID NEW SKILL ACQUISITION	25
Deliverable #5: TOOLS AND APPLICATIONS FOR EMPLOYMENT RETENTION AND OPPORTUNITY IDENTIFICATION	28
Appendix A: SAOs in Ontario East	29
SkillsAdvance Ontario (SAO) Pilot	29
A Summary of Eastern Ontario SAO Initiatives	30
Elevate Plus- Manufacturing and Food Processing	30
Eastern Ontario College Consortium/Consortium des Collèges de l'Est de l'Ontario (EOCC-CCEO) - Steel and Aluminum	30
Pathways to Production – Manufacturing	30
SAO Altitude - Aviation Sector – Peterborough, Northumberland & Kawartha Lakes	31
Elevate Plus - Military	31
Cannabis - SAO Greater Quinte Region	31
SAO - Manufacturing & Food	31
Manufacturing Operator - Cornwall	32
Appendix B: Interviews	33
Appendix C: Reports Reviewed	35
COVID SURVEY REPORTS READ	35
LABOUR/SKILLS REPORTS READ	35
COUNTY/CORRIDOR and CITY STRATEGIES/PROGRAMS REPORTS READ	36
IMMIGRATION REPORTS READ	36
FINANCIAL PROGRAMS REPORTS READ	36
Appendix D: EOMWDP Project Survey Results	37

Project Description

The strategic plan for the Ontario East Talent Identification Support Project was commissioned by the Ontario East Economic Development Commission (OEEDC) on behalf of its member communities and was developed with input from representatives of Ontario's workforce development boards, training service providers, post-secondary institutions, businesses and other interested parties. The project is funded by the Ministry of Labour, Training and Skills Development (MLTSD) as an Ontario Labour Market Partnerships (OLMP) initiative.

In preparation for the delivery of this OLMP project's activities this strategic plan was commissioned to assess previous work and its impact, and include an environmental scan and detailed work plan that will drive the programming for this initiative through development of a measurable framework.

This strategy was developed using various research methods to compile information and identify best practices in labour force development underway within the eastern Ontario region (including a review of successes in other jurisdictions) to support development of an implementation plan with defined timelines and activities to be included in the project.

This strategic plan will ensure the project will be outcomes-based and rely on effective programming and communications using state-of-the-art tools, technologies, regional expertise and partnerships to support the development of identified talent gaps in the region.

The outcomes will be derived through the following initiatives:

1. **NEW TALENT ATTRACTION** to develop an immediate and long-term strategy for supporting employers and attracting, and supporting, new Canadians to work in eastern Ontario, with a long-term plan for integration into various sectors of need and retention of workforce in the region.
2. **CAREER PATHWAY BUILDING** by identifying eastern Ontario communities with the need, and existing capacity, to implement a pilot e-learning platform to bring youth, business and education opportunities together to promote careers in key sectors in eastern Ontario.
3. Support development of, and provide access to, **TOOLS AND APPLICATIONS FOR EMPLOYMENT RETENTION AND OPPORTUNITY IDENTIFICATION** to utilize secured data to advance technology to support employment retention and infill in

eastern Ontario by accessing workforce information to support sector-specific industry and technology requirements. This includes access to the new OE-3D mapping application currently in final stages of development through a partnership between the OEEDC and Carleton (University) Immersive Media Studio (CIMS).

4. Monitor and support **TALENT RETENTION & MOBILE WORKFORCE PREPARATION** results using digital communications tools to gather information, promote opportunities, and share intelligence with employers and job seekers. Using state-of-the-art technology and applications, the project will develop a plan to support the upskilling gap for key employment sectors and proactively connect employers with talent.
5. Create an opportunity for **RAPID NEW SKILL ACQUISITION** to enable employers to retrain the staff they have and reduce training time. New trials for rapid upskilling for incumbent workers should be tested with employers to start, with a plan for scaling this concept across the region.

Phase 1: Strategic Planning Component Purpose

The development of this strategic plan included the assessment of previous related work and its impact, an environmental scan, and research and compilation of information and identification of best practices underway within the eastern Ontario region (including review of successes in adjacent and similar Ontario regions) to support development of the implementation plan with defined timelines and activities to be included in the project.

Phase 2: Detailed Work Plan for This Project

The culmination of the Phase 1 preparatory work is the preparation of a detailed work plan (Phase 2) that will drive the programming for this initiative through implementation of a measurable framework for success. The work plan will ensure the project will be outcomes-based and use the allocated budget meaningfully to address regional workforce gaps, and deliver effective programming and communications using state-of-the-art tools, technologies and regional expertise.

The action plan is developed to achieve the overall project goals across all five components:

1. NEW TALENT ATTRACTION
2. CAREER PATHWAY BUILDING
3. TALENT RETENTION & MOBILE WORKFORCE PREPARATION
4. RAPID NEW SKILL ACQUISITION
5. TOOLS AND APPLICATIONS FOR EMPLOYMENT RETENTION AND OPPORTUNITY IDENTIFICATION

Project Background

The OEEDC represents and supports all active economic development offices in the region comprising 13 counties and the separated cities and towns and townships from Kawartha

Lakes/Northumberland in the west to the Quebec border in the east. This project intends to address the identified and predicted challenges of hiring, retaining and attracting quality labour to eastern Ontario's key employment sectors including, but not limited to, advanced manufacturing, agriculture, food & beverage processing, logistics and supporting industries within the supply chain.

The overarching objective of the project is to address the current and anticipated needs of wealth-generating employment sectors in eastern Ontario, with the specific goals of supporting the effort to grow and sustain the skilled and available labour pool for new and existing employers and to promote the advantages of living and working in eastern Ontario.

This initiative builds on the Eastern Ontario Manufacturing Workforce Development Project (EOMWDP), implemented in 2018 - 2020, that brought stakeholders involved in workforce development and economic development together with the private sector and others affected by the future demands of the workplace. An assessment of the previous project and its impacts are included in this report.



About OEEDC and Its Communities in Eastern Ontario

The Ontario East Economic Development Commission (OEEDC) was created in the late 1980s with a mandate to develop, implement and administer strategies to attract new economic investment, facilitate economic growth with existing employers and to encourage re-investment.

OEEDC members include professional economic developers and associated organizations and businesses representing cities, towns and regions in eastern Ontario, from Kawartha Lakes in the west, along the Lake Ontario shore to the Quebec border and north to Haliburton and Algonquin Park.

Representing **over 1.5 million people** in 13 counties and the cities and towns within, the organization exists to leverage the power of the broader economic region to ensure investment is optimized across eastern Ontario.

OEEDC provides members an opportunity to cooperate with other economic developers in the region to ensure eastern Ontario investment advantages are promoted and new employment opportunities are secured, and to ensure ease of access to leading-edge education in the field of economic development, and to senior influencers at all levels of government.

Today, the Province of Ontario and key partners recognize
the OEEDC as the lead regional economic development
organization for eastern Ontario.

The primary mandate of the OEEDC is to promote the region as a location for employers to locate a business. Without an available, skilled or trainable workforce, the ability to effectively attract and sustain employers in the region is a challenge. The OEEDC supports and administers workforce development programming as it is a priority for its members throughout eastern Ontario.



Ontario East Target Sectors

Research conducted for this report has identified key wealth-generation employment sectors in eastern Ontario that align with OEEDC's goals to attract and retain talent for industries that benefit from distinct operational advantages from having a location in the region. The sectors align with provincial and federal priorities and are adjusted with consideration for impacts of COVID-19 on the regional economy and workforce.

Key Sectors & Emerging Technologies

- a) **Advanced Manufacturing**, including:
 - i) Aviation & Nuclear
 - ii) Medical Devices & Health Sciences
 - iii) CleanTech & Green Technologies
 - iv) Food & Beverage & Agricultural Supply Chain
- b) **Digital Technology**, including:
 - i) Innovation & Emerging Technology
 - ii) Hybrid Tourism Innovation
- c) **Infrastructure & Construction**, including:
 - i) Logistics, Distribution & Warehousing
 - ii) Telecommunications & Bandwidth Infrastructure



Research Completed

Assessment of Previous Project

Previous Project: The Eastern Ontario Manufacturing Workforce Development Project (EOMWDP)

In the previous project, a significant effort was made to assess the collective research each group with an interest in workforce development in eastern Ontario had been engaged in. To gather and share this collective intelligence, the following was accomplished: commissioned a steering committee to advise on the project; reviewed and interpreted over 50 community and industry research reports in workforce predictions based on global and national trends and manufacturing best practices, and; compiled Labour Market Intelligence data across eastern Ontario. All of this information was then shared, confirmed and augmented by over one hundred private and public stakeholders.

Prior to the EOMWDP, workforce development and economic development had limited opportunities to collaborate, and in most cases worked independently of each other to try to address and solve similar challenges. By creating a regional steering committee for the project - with all five workforce development boards across eastern Ontario and all of the municipal economic development officers (EDOs) with an interest in and focus on retaining and attracting manufacturing employers - the EOMWDP initiated collaboration and idea sharing. This highlighted the value and importance of supporting ongoing cooperation.

EOMWDP Follow-Up Survey respondents said they were “very satisfied” or “satisfied” with the programming provided and that the programming was of value. Respondents indicated they were “extremely interested” and “very interested” in future collaboration.

Key outcomes from the previous project (EOMWDP):

- a) Sharing of successful SkillsAdvance Ontario (SAO) projects between the groups. Thus, the Elevate Plus model that was started by an EDO effort to support employers was adopted by workforce groups in Cornwall and Brockville. Three new SAO projects in eastern Ontario began based on this successful model of how to support underemployed workers *and* employers with their goal of having better onboarding and retention rates.

- b) Sharing of best-fit tools for the region so that a short list of which tools would best provide data could be made for future project purchase. The best available online tools were identified for career pathway planning and job demand identification across the region.
- c) Presentation of a skills indexing and best-in-class adaptive learning training platform to save time retraining and identifying skill sets as well as learning gaps. This led to two post-secondary skill trade programs in the region taking on this tool to address high demand manufacturing skills gaps via e-College.
- d) Identifying that a 3D mapping tool across the region would really help with investment attraction and consolidation of workforce information for all to share.
- e) Testing of a proprietary toolset to gauge employer responsiveness and labour supply data, and helping many employers fill multiple hard-to-find job postings by: reaching out to possible candidates for future employment; creating greater company brand awareness, and; collecting otherwise unknown critical labour market job supply data.
- f) Strong focus on improving communication and the profile of the region on various websites, like Canadian Education and Research Institute for Counselling ([CERIC](#)) and [OEEDC](#)'s website, which had not been promoted as heavily for workforce development purposes.
- g) Many more partnerships across Ontario were identified and relationships retained for future project collaborations.
- h) Follow-up survey results indicated that respondents were satisfied with the project and its outcomes and that the initiative was of value to the end users.

EOMWDP Follow-Up Survey respondents “strongly agree” and “agree” that the project marketed the region as an attractive employer location with desirable employment opportunities.



Research Completed in Spring 2020

Framework for Research

In preparation for preparing this strategic plan, multiple stakeholders were consulted and previous research was reviewed. There were four phases of work completed:

- 1) Identify the stakeholders and best practices (Environmental Scan);
- 2) Identify the research already completed (Literature Review);
- 3) Survey the stakeholders with new questions considering the dramatic change with COVID-19 effects on workforce;
- 4) Analyze the Survey Results and Literature Review and make a detailed work plan to guide the Ontario East Talent Identification Support Project.

Methodology for Research

The stakeholders interviewed included:

- 1) Post-secondary leaders
- 2) Workforce development planning boards
- 3) Economic developers
- 4) Government officials
- 5) Employment agencies
- 6) Immigration associations
- 7) Non-profit associations

A survey was developed and each participant was asked the same questions and provided an opportunity to expand their responses to identify areas of most interest and or concern. These responses were analyzed to contribute to the Detailed Work Plan of this report. The literature review supported this direct research component.

Environmental Scan of Best Practices

From June 2020 Stakeholders Survey & Literature Review

SUMMARY of Best Practices From Environmental Scan Spring 2020

At the launch of the strategic plan process, a comprehensive stakeholder survey and literature review was conducted throughout May and June 2020. The process included personal interviews and an analysis of the most recent and relevant reports on the importance and impact of workforce development, including challenges and solutions in the eastern Ontario region and beyond.

Sources for the interviews, and for the reports, studies and strategies reviewed, included workforce development boards, economic development offices, municipalities, non-profit organizations, manufacturing associations, economic development agencies and government ministries, post-secondary institutions, and labour and business consultants.

During the preparation of this strategy the global COVID-19 pandemic significantly impacted all aspects of daily life in the eastern Ontario region including causing severe disruptions in the regional labour market. Numerous studies and information focused on the impacts on the labour force, and recovery strategies were included in the literature review.

Throughout the June 2020 research, key themes were identified and considered in development of the recommendations and action plan for the Ontario East Talent Identification Support Project, with highlights listed below.

1. Labour force development will be heavily impacted and much of the pre-COVID data available will require updating once the metrics of the influence are revealed - this fact was top of mind in development of the strategy.
2. There will be changes in the workplace and a continuation of, and transition to, more remote employment where feasible.
3. Workplace efficiencies will be impacted due to new health and safety requirements, and timing for testing and preparations requiring workspace modifications. Manufacturing sector and food service will be the primary sectors affected.
4. Evidence suggests there is some improved worker productivity by working remotely (less travel time, decreased participation in meetings and gatherings) but there are negative impacts to the tourism and hospitality sector.
5. Opportunities will arise from continued and enhanced migration to eastern Ontario from larger urban areas (Greater Toronto Area in the east and National Capital Region in the west) to rural areas and smaller urban centres of eastern Ontario, increasing potential available workforce, new investment and increasing goods and services demand.
6. According to a report from the Conference Board of Canada, there is consensus that a focus on immigration is key for future talent attraction as 100% of population growth in eastern Ontario is anticipated to be derived through immigration by 2034.
7. Focus on programming with international students, and support opportunities and government policies that allow for retention of this needed resource in eastern Ontario.
8. Success of any programs will require trust and establishment of positive relationships, stakeholder awareness and communications and collaboration with key partners including all levels of government.
9. Various labour force programming initiatives are generating successful outcomes through job and career fairs, virtual fairs, video testimonials, mobile labs, onboard mentoring outreach, targeted skills development programs, immigration welcoming programs and specific displaced worker initiatives related to plant closures.
10. Pre-COVID-19 workforce challenges are documented in annual labour reports published by regional workforce development boards identifying serious shortages in skilled trades, logistics, childcare, and medical devices manufacturing.

11. Focus on demographic shifts between boomers leaving the workforce and introduction of young people into the workforce and their needs.
12. There is an ongoing need to identify, promote and introduce new employment matching technologies with a focus on direct employer-prospect connections.
13. There is a need to identify and promote job opportunities more effectively, efficiently and expeditiously.
14. Cost to access the most current labour data is a barrier for local employment agencies and boards; connecting service providers with accurate and relevant information is critical to alleviating labour challenges.
15. There is a need to improve efforts to engage employers to be key stakeholders in the workforce development process. While employer engagement may be expected, it is not always the case.
16. A common theme is the need for "rapid skill opportunity and deployment."
17. Supporting advocacy for more resources for workforce development was identified as an immediate need. Collaborating with advocates such as the Eastern Ontario Leadership Council through its Workforce Development & Deployment Committee will play a key role in success.

The proposed suite of actions outlined in this report will address many of the issues and concerns raised above through the discovery efforts. The implementation of the new talent attraction, career pathway building, talent retention & mobile workforce preparation, rapid new skill acquisition and introduction of new tools and applications will contribute to the advancement and communication of many of the challenges and issues identified.

The Talent Identification Support Project is primarily a communication and collaboration effort to implement new ideas, solutions and practices to support and assist the efforts of workforce development organizations and training centres to ensure that the Ontario East region aligns its workforce needs with opportunities for attracting new investment and retaining existing employers in a prime workplace location.

For a list of all those interviewed, see **Appendix B**.

For a list of all reviewed reports and studies, see **Appendix C**.

For EOMWDP Follow-up Survey Results, see **Appendix D**.



Advisory Committee Formation

The 2020 Advisory Committee for this project includes:

1. Regional Tourism Organization (RTO): Nicole Whiting, Executive Director of Ontario's Highlands Tourism Organization (OHTO) (RTO-11)
2. Workforce Boards: Martha Woods, Frank O'hearn, Brad Labadie, and Jennifer Lamantia
3. EDOs: Dan Borowec; Chris King; Craig Kelley; Rebecca Mustard.
4. College Participation:
 - a. Jamie Puddicombe, St Lawrence College, all three campuses
 - b. Jason Dennison - Fleming
 - c. Cal Bowry, Loyalist Training & Knowledge Centre (LTKC)
5. Not-for-Profits (NFP): Madelaine Currelly (The Community Training and Development Centre); Sue Watts, Employment + Education Centre.
6. Immigration agencies and programming
 - a. Melissa Francis, Local Immigration Partnership (LIP).
 - b. Yvonne Lai, New Canadians Centre Peterborough.



Detailed Work Plan

Phase 2: Outcomes by Deliverables for This Project

The action plan was prepared across its five deliverables in order to create an outcomes-based project with a measurable framework. These are the projected outcomes for programming for this project across all five deliverables. Identified are the tools, communications, and outcomes critical for the region's economic talent health.

The full impact of COVID-19 is still unclear across the region, and may affect deliverables, or shift dynamics, but as of July 2020, this is what the project hopes to achieve.

The Project Coordinator is responsible for implementation with support and oversight from the Project Manager (Ontario East Executive Director).



Deliverable #1: NEW TALENT ATTRACTION

Description of NEW TALENT ATTRACTION: to develop an immediate and long-term strategy for supporting employers and new Canadians to be attracted to, and supported in, efforts to work in eastern Ontario, with a long-term plan to integrate them into the workforce in various sectors of need, and keep them gainfully employed in the region.

Statement of Problem: Eight per cent (8%) of all local labour in eastern Ontario is immigrant based. Canada is third globally for international students, but post-secondary graduates tend to leave rural areas for larger urban areas in Canada. Finally, before COVID-19 there was a definite shortage of labour in eastern Ontario. Getting talent in key sectors has been challenging because the foreign worker program is considered slower moving than the pace of business.

Strategy & Expected Results: Short-term: a plan for how to better retain international students in Canada using digital communication tools to remind them of the opportunities in the region. Formation of a working committee of immigration stakeholders in the region to determine the gaps we have regionally in comparison to other Ontario regions, and make an application for dedicated funding and/or support.

Responsibility: Project Coordinator.

Tools Purchase: Recruiter and Talent Insights tools to index current skill supply in eastern Ontario, and to build a list of candidates keen to relocate to the region.

Outcomes	Target Delivery Date
Form a project advisory committee to expand immigration networks and consult with stakeholders, including industry associations, post-secondary educational/training people and immigration stakeholders, and/or key target industry leaders to increase communication regarding immigration efforts. Seek to remove duplication of efforts across the region with better data sharing among organizations accessing and working with relevant workforce data. Establish a framework for continuation with partners.	Q2
i) Create a working committee with immigration agencies, Local Immigration Partnerships (LIPs) and programming to investigate	Q2

the merit of establishing a Newcomer Centre like Peel Region and/or mentoring networks, like Immploy, to help new Canadians feel welcome and supported in eastern Ontario.	
ii) Improve immigration attraction package and outreach by partnering with LIPs who have just received five-year funding for immigrant attraction (not just settlement anymore) and support with marketing programming for attraction.	Q3
iii) Build off Brockville's Employment + Education Centre (EEC) orientation and welcome program for immigrants which includes a cultural fair. Assist linkage of immigrants to community and introduction to employers, where possible.	Q3
iv) Determine how to build off St. Lawrence College's (SLC) International Student program; as well as International Development Research Centre (IRDC) and Kingston Employment and Youth Support (KEYS).	Q2 - Q4
v) Promote Ontario immigrant nominee program restart and, if sensible, the Foreign Worker Program; International Mobility Program (utilizing guidelines from both NAFTA and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA); the C20 program for multinational firms in Ontario; the Rural Economic Development Fund (RED) program for agriculture, and; Community Futures Development Corporations (CFDC) programs.	Q3
vi) Explore the opportunity to offer a case worker approach in the region for employee and employer to navigate issues and compliance.	Q3
vii) Help online readers understand there are programs which prepare workers for employment opportunities: Future Skills Project, MLTSD programs, including the Sector Partnership Planning Grant, Connect2Skills, Pre-Apprenticeship Training, and federal workforce development programs. For example, those sponsored by Employment and Social Development Canada, Immigration, Refugees and Citizenship Canada.	
Showcase the area's wonderful employment opportunities, and rural living and working, using digital marketing:	

i) Promote university visitation programs to future talent.	Q3
ii) Use online platforms to connect with international students in eastern Ontario and encourage them to explore and note the benefits of staying and building a life in eastern Ontario.	Q4
iii) Where possible, collect and listen to student and international student objections to staying in and/or relocating to eastern Ontario, and publish any results.	Q3
iv) Amplify communication of SAO projects in eastern Ontario with the goal of increasing prospective employee participation in reskilling, and to help them appreciate the ability to stay in eastern Ontario long term.	Q3
v) Promote eastern Ontario jobs posted in online job boards, particularly for construction, health care and manufacturing.	Q3
vi) Help recruit talent via people attraction primarily, but with a pathway for retraining thereafter particularly for jobs in technology engineering, production, logistics, automation, small retail, health and nuclear.	Q4
vii) Help employers recruit for roles that tend to be the hardest to fill, like process engineers, welders, Computer Numerical Control (CNC) operators, trades generally, and electric tech.	Q3
viii) Support and amplify promotion of the scholarship program for students. For instance, Prescott Russell gives \$5K grants for students who enter programs where there is occupational demand; also: Pathway to Production in Leeds Grenville.	Q3
Help the region collect and maintain a database of job seeking employees via online job boards.	
i) Create a virtual pre-consultation survey that employers can fill in at any time of year, to determine needs and requirements.	Q2
ii) Help that employer draw the right audience for real time employment opportunities using social media outreach to candidates to fill job demand.	

iii) Explore the future support role of OEEDC in future virtual career fair events that are already happening across the region.	Q3
	Q4
Help employers stay on top of rising trends in employment attraction and staying competitive.	
i) Continue to share the most current research data with employers regarding employee attraction.	Q2
ii) Prepare a package that showcases funding incentives to new businesses for eastern Ontario locations.	Q3
iii) Promote university visitation programs to employers.	Q3
iv) Help connect succession plans with the possibility of familiarization tours and a future immigration portal.	Q4
v) Ensure employers are aware of post-secondary as a primary source of talent and that there are government incentives for hiring new graduates.	Q3

Deliverable #2: CAREER PATHWAY BUILDING

Description of CAREER PATHWAY BUILDING: to identify eastern Ontario communities with the greatest need and existing capacity, and to implement an e-learning platform to bring youth, business and education opportunities together to promote careers in key sectors in eastern Ontario.

Statement of Problem: It is hard to bring youth and employers together but the two can have a symbiotic relationship via an available proprietary platform that helps youth connect to local businesses and industries.

Strategy: Sponsor and help deploy platform across two new subregions of eastern Ontario.

Expected Results: Platform will be introduced in two new sections, and if successful an application for rolling out the same strategy across more eastern Ontario subregions will be made.

Responsibility: Project Coordinator.

Tools Purchase: To foster the connection between youth and business across two communities.

Outcomes	Target Delivery Date
Deploy platform in two eastern Ontario subregions to achieve the following: <ul style="list-style-type: none"> • Prepare workers for local employment opportunities; • Teach soft skills like work ethic for local employers so that future local employees excel; • Create workforce attraction career profile video series; • Promote skilled trades and Science, Technology, Engineering, Art, and Math (STEAM) knowledge. 	Q2
Communicate the process and outcomes of the program.	Q4

Deliverable #3: TALENT RETENTION & MOBILE WORKFORCE PREPARATION

Description of TALENT RETENTION & MOBILE WORKFORCE PREPARATION: Monitor and support results using digital communications tools to promote opportunities, gather information, and share intelligence with employers and job seekers. Using technology and applications, the project will develop a plan to support the upskilling gap for key employment sectors and proactively connect employers with talent.

Statement of Problem: Need to communicate to residents and employers the opportunities in the region including reskilling and upskilling, as well as life advancement.

Strategy: Use digital communication tools to reach youth, job seekers, and employers.

Expected Results: Provide an online space to attract and communicate with job seekers and employers across the region to raise awareness for eastern Ontario's lifestyle advantages and employment opportunities.

Responsibility: Project Coordinator.

Tools Purchase: Marketing & Customer Service Software

Outcomes	Target Delivery Date
Develop criteria for required future program supports, or for tools to purchase to help the region with labour force gaps.	Q2
i) Identify, research and set up sharing of, or purchasing of pilot labour force tools to help eastern Ontario EDOs and Workforce Development Boards (WDBs) collaborate.	Q2
ii) Review new workforce tools and applications identified in research to determine the best way to support people to get into the jobs available.	Q2
Campaign to eastern Ontario residents to promote programming and opportunities.	Q3

<ul style="list-style-type: none"> • Communicate SAOs and initiatives in the region to residents to attract participation regarding the opportunity and intake timelines. • Showcase areas where Work from Home works really well by internet availability. • Showcase the area as a great place to live and work, and why, in a COVID era. 	
<p>Focus on employer campaigns to promote programming.</p> <ul style="list-style-type: none"> • Communicate SAOs and initiatives in the region to employers to attract participation regarding the opportunity and intake timelines. • Walk employers through what's possible - for instance, SAOs and Elevate Plus - on a consistent basis. Assess the Windsor workforce board's Essential Worker Registry as a model to bring to our region, as well as the Opportunities Fund, Youth Employment and Skills Strategy, SkillsAdvance Ontario Manufacturing, SkillsAdvance Ontario Public Works, Welcome Centre Immigrant Services, and Employer One Survey of eastern Ontario. • Help employers with employee retention best practices. • Help employers learn to better articulate role expectations for both employees and employers. • Help employers learn more about what keeps employees: <ol style="list-style-type: none"> i. Pay rates ii. Promote the return on investment (ROI) of employee retention practices • Investigate the need to create a program that supports employers who identify high turnover rates, like a mastermind and networking group to remediate the problem. <ol style="list-style-type: none"> a. E.g. COVID Topics: how to safely reintegrate workers into production and plant environments following social distance and personal protective equipment (PPE) protocol while meeting customer demands; transition issues for workers' financial health, mental health and well being. 	<p>Q3</p> <p>Q4</p>

<p>b. Investigate the need and potential to create a “work-sharing program” between seasonal businesses (tourism, retail) and busy season businesses (manufacturing) where upskilling can allow residents to shift between seasonal work.</p>	
<p>Consider OEEDC’s role in region-wide career and job Fairs:</p> <ul style="list-style-type: none"> i. A chance to educate employers ii. A chance to educate employees iii. A chance to bring them together to fill jobs across the region 	Q3
<p>Amplify news on the development of internet infrastructure to help employees and businesses keep working during COVID.</p> <ul style="list-style-type: none"> • Showcase areas where Work from Home works really well. • Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) had COVID surveys completed by client base across eastern Ontario. Share results of internet infrastructure excellence. 	Q3

Deliverable #4: RAPID NEW SKILL ACQUISITION

Description of RAPID NEW SKILL ACQUISITION: Create an opportunity to enable employers to retrain the staff they have and yet reduce training time. New trials for rapid upskilling for incumbent workers should be tested with employers to start, with a plan for scaling this concept across the region.

Statement of Problem: Employers often require upskilling to move workers between jobs of the past and jobs of the future. Training time is often a barrier, but so is recruitment.

Strategy: Identify the skill sets across eastern Ontario that are consistently hard to fill, and identify which employers have a long-term need and are willing to partner for a pilot project.

Expected Results: Set targets by sector for which skills are consistently required and how to achieve rapid new skill acquisition. Find ways to help employers retrain the staff they have and yet reduce training time. New trials for rapid upskilling for incumbent workers should be tested with employers to start, with a plan for scaling this concept across the region.

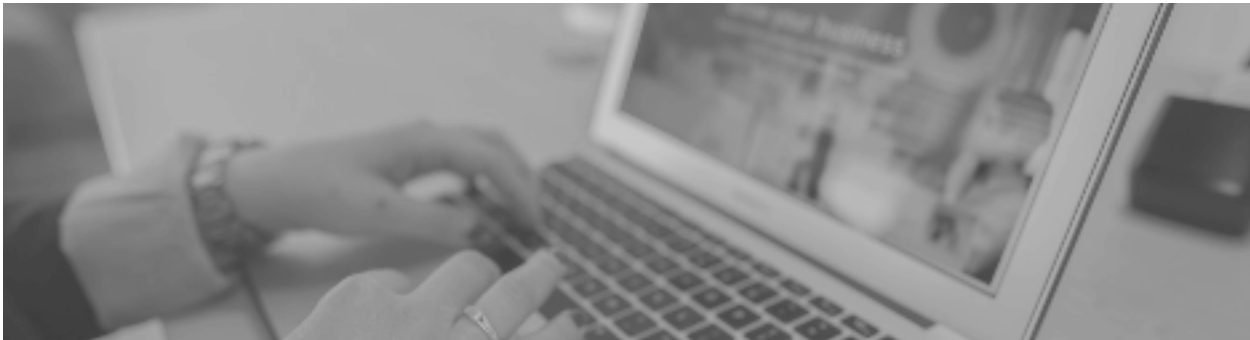
Responsibility: Project Coordinator.

Tools Purchase: Proprietary applications to support goals.

Outcomes	Target Delivery Date
Identify employers that have a long-term need and skills gap and/or retraining need.	Q3
Develop a plan to support the upskilling gap for key employment sectors. This may include:	Q3
i) Setting targets by sector for rapid new skill acquisition.	
ii) Identifying existing curriculum for retraining.	
iii) Identifying employers who wish to partner.	
iv) Creation of a joint application to purchase platforms which can decrease training time to use for the pilot with employers.	Q4

<p>v) Identification of a system that will help the region quickly set up new skill acquisition systems after the occurrence of plant shutdowns and displaced workers, or job surplus (e.g. retail, hospitality tourism, accommodation worker surplus during COVID-19) to encourage rapid reskilling to match employers that are hiring, and retraining into the jobs that exist.</p> <p>vi) Help to overcome instructor shortage by prioritizing scalable online learning programs across the region.</p>	
Set COVID targets: Help with major challenges on reskilling with focus on tourism hospitality workers in post-COVID world to other employment streams.	Q3
Amplify communication of post-grad and workforce upskilling programs where highly skilled workers are identified and offered the opportunity to learn industrial automation, artificial intelligence (AI), robotics, additive manufacturing, cloud-computing, digitization.	Q3
<p>Support training programs for underemployed and career-shifting workers. This may include:</p> <p>i) Encouraging access for employers to benefit from the customized training labs for Corrections Canada inmates; labs include a certificate program, which trains inmates for different employment opportunities geared to high unemployment sectors, for consideration once they are released.</p> <p>ii) Communication of data to employers regarding Canadian military transition to workforce and benefits to employers.</p>	Q4
<p>Identify tools that index and categorize knowledge and skill sets in the region to prepare for:</p> <ol style="list-style-type: none"> Rapid reskilling and transition plans for two plant closures over the next few months. Adapting to new technology, "Industry 4.0": industrial automation and robotics, digitization, internet of things, continuous improvement. 	Q2

Set up a survey to consistently follow up post-training and post job matchmaking between employer and employee.	Q2
Purchase available tools for labour supply data to obtain accurate, timely labour market information (supply and demand) to understand where the jobs and talent supplies exist in eastern Ontario post-COVID.	



Deliverable #5: TOOLS AND APPLICATIONS FOR EMPLOYMENT RETENTION AND OPPORTUNITY IDENTIFICATION

Description of TOOLS AND APPLICATIONS: Development of, and provide access to, secured data to advance technology to support employment retention and infill in eastern Ontario by accessing workforce information to support sector-specific industry and technology requirements. This includes access to the new OE-3D mapping application currently in development through a partnership with the OEEDC and Carleton (University) Immersive Media Studio (CIMS).

Statement of Problem: the region does not have a workforce and investment-attraction tool to help employers be more successful in choosing, and staying in, eastern Ontario.

Strategy and Expected Results: Develop and final testing of tool, rollout in 2021

Responsibility: OE-3D Lead and Project Coordinator.

Available Tools Purchase: Proprietary to Ontario East and Carleton University.

Outcomes	Target Delivery Date
<p>Support the development of tools that help EDOs remain competitive with investment attraction for the region.</p> <ol style="list-style-type: none"> 1. Secure more complete and timely data on a more regular basis and specific to each community. 2. Rollout of custom tools, training and support in OE-3D for workforce skill data log and for partners' use of it. 3. Show EDOs and WDBs how they can use the tool, which showcases the post-secondary resources available in the region for target sectors, e.g. college-based medical simulation labs for health care, cannabis labs, mobile training labs for skills trades including welding, carpentry, tool and die, and personal wellness. 4. Make a list of specializations and share it on the tool for all EDOs to use in investment attraction. 5. Determine how it could be possible to data share information from employers back to Workforce Boards and vice versa: e.g. Business Retention and Expansions (BR&Es) and Employer One Survey results saved in one place; updatable, real time data with privacy process in place. 	Q4

Appendix A: SAOs in Ontario East

SkillsAdvance Ontario (SAO) Pilot

The SAO pilot project was established by the Government of Ontario to address and support workforce development in identified key growth sectors. The project is administered through the Ministry of Labour, Training and Skills Development (MLTSD). Initially the program supported sector-focused projects in construction, hospitality and general industrial manufacturing sectors and was recently expanded to address immediately identified and targeted labour force needs.

SAO funds partnerships that connect employers with the employment and training services required to recruit and advance workers with the right essential, technical, and employability skills. It also supports job seekers to obtain employment by providing them with sector-specific employment and training services, and connecting them to the right employers. SkillsAdvance Ontario was designed as a sector-focused strategy that takes into consideration the dynamic nature of regional economies and labour markets, as well as the evolving requirements of different industrial sectors.

The eastern Ontario region represents a unique microcosm of Ontario's economy and the several successful projects have been implemented to address the region's requirements. SkillsAdvance Ontario projects have provided the ministry the opportunity to test the effectiveness and efficiencies of sector-focused, partnership-based programming. Current eastern Ontario pilot initiatives include advanced manufacturing, aviation, primary industries, food processing, technology, transportation and logistics - with potential for more opportunities to address emerging challenges.

The SAO initiative supports experiential learning and mentorship for adult learners, skills and competencies, and strategic investment in human capital. With its strong focus on skills training and advancement, SAO helps develop Ontario's highly skilled workforce and support the province's highest priority – growing the economy and creating jobs.

A Summary of Eastern Ontario SAO Initiatives

Elevate Plus- Manufacturing and Food Processing

The Quinte Economic Development Commission (QEDC) and Loyalist College's Training and Knowledge Centre (LTKC) partnered to provide free training and support for workers to enter local manufacturing and food processing jobs. Four weeks of classroom training are followed by a two-week on-the-job trial. Over 200 people from the program have been placed in local industries.

Eastern Ontario College Consortium/Consortium des Collèges de l'Est de l'Ontario (EOCC-CCEO) - Steel and Aluminum

Five eastern Ontario colleges (Algonquin, Fleming, La Cité, Loyalist, and St. Lawrence) collaborated to offer no-cost customized training and upskilling – developed in consultation with industry – of the existing workforce, as well as skills training for job seekers. Training can include: technical, trades, leadership, LEAN, quality, change management, regulatory compliance and occupational safety. Over 400 employees in this sector have benefited from the training provided to date.

Pathways to Production – Manufacturing

On-site training, paid work placements and employment for program participants. Participants will be distributed amongst the manufacturing partners. The following organizations collaborated on the program:

- Economic Development Offices: Brockville, Gananoque, Prescott and the United Counties of Leeds and Grenville
- Local employment services providers Employment + Education Centre, CSE Consulting, KEYS and St. Lawrence College
- Local businesses: Giant Tiger Distribution, Prysmian Group, Northern Cables, Compendium Group, and Prescott Finishing

CSE Prescott ended their first run of the pilot project in late 2019; it included ten local participants. The plan is for a total intake of 50 participants, with an anticipated 42 participants employed at the end of the program.

SAO Altitude - Aviation Sector – Peterborough, Northumberland & Kawartha Lakes

Fleming College School of Trades and Technology, the MLTSD, and Employment Ontario service providers collaborated with companies in the aviation industry - Flying Colours Corp., Safran Electronics & Defense Canada, The Loomex Group and Team Eagle Ltd. - to develop a full curriculum in late 2019. The program was initiated in February 2020 at Fleming College facilities located at Peterborough Airport. The program provides vocational training integrated with literacy, language and essential skills. The tuition is free, and participants receive personal financial support.

Elevate Plus - Military

This project is in development - expected to deliver initial programming in the fall of 2020 - and is based on an existing successful program that was developed by a partnership between the QEDC and Loyalist College. The program provides specialized training to members of the military community, which includes former serving Canadian Armed Forces (CAF) members, and spouses and dependents (18 years of age and older) of current or former serving CAF members living in the Bay of Quinte Region.

Cannabis - SAO Greater Quinte Region

This project is in development; the initial 18-month pilot project is being planned with 20 incumbent employees. It's the result of a partnership between Loyalist College and LTKC as well as industry and academic partner resources. Initial conversations include industry partners such as QEDC, Hexo Corp, VIVO Cannabis, Truss Beverage Co., and local SMEs. Loyalist College will facilitate an intensive nine-week program for job seekers that integrates soft and technical skills training and provides for a job trial to ensure compatibility of job seekers and employers. This training can be customized based on each employer's and/employee's unique needs.

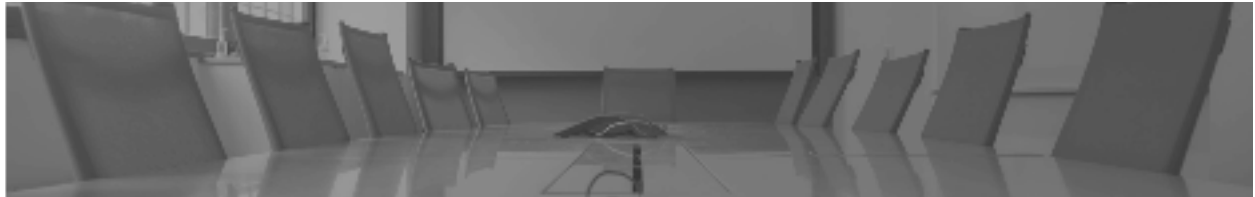
SAO - Manufacturing & Food

Kawartha Lakes Economic Development and Fleming College have collaborated to establish a project focusing on incumbent employee training in the agriculture and manufacturing sectors. Candidates receive pre-employment job-specific training to better prepare for the skills needed for the job. Additional incumbent training would be available to upskill

existing employees to build a stronger workforce across these sectors. Employers are being sought who may have entry level positions to hire in the coming year.

Manufacturing Operator - Cornwall

St. Lawrence College and the Eastern Ontario Training Board, as well as a number of manufacturers and supply chain companies, have collaborated to provide program participants with the skills employers are looking for. The eight-week Manufacturing Operator Program will provide participants with real-world skills and experience that will lead to long-term employment, and provide training for various safety certifications. Upon completion of the in-class portion, students will be placed on a four-week paid job placement.



Appendix B: Interviews

28 contacts for interviews from 28 organizations were conducted.

Bob Peters	Cornwall Economic Development
Rob Hunter	South Dundas Economic Development
Ann Weir	Leeds and Grenville Economic Development
Shelley Hirstwood	Kingston Economic Development
Alastair Baird	Renfrew Economic Development
Jennifer Miller	Smiths Falls Economic Development
Nic Seguin	Stormont Dundas Glengarry Economic Development
Penny Gardiner	Economic Developers Association of Canada (EDAC)
Heather Lalonde	Economic Developers Council of Ontario (EDCO)
Glen LeClair	Executive Director Eastern Ontario CFDC
Frank O'Hearn	Eastern Workforce Innovation Board
Marc-André Ranger	Immetis: Immigration Attraction Legal Firm
Melissa Francis	Leeds and Grenville Immigration Partnership
Hellen Lavric	Labour Market Group of Renfrew Lanark
Katie Nolan	OMAFRA
Martha Woods	Eastern Ontario Training Board - SDG/Cornwall
Caroline Arcand	Prescott Russell Employment Centre

Jamie Puddicombe	St Lawrence College Industry Outreach
Scott McNeil-Smith	Excellence in Manufacturing
Donna Harrison	Prescott-Russell Workforce Development Advisors
France Gareau	Prescott-Russell Workforce Development Advisors
Jennifer Perkins	Prescott-Russell Workforce Development Advisors
Wendy Woods-Fontaine	Prescott-Russell Workforce Development Advisors
Murielle Huneault-Pilon	Prescott-Russell Workforce Development Advisors
Jean-François Lafrance	Ministry of Labour
Brenda Roxburgh	Prescott-Russell Workforce Development Advisors
Sue Watts	Employment + Education Centre Brockville
Jo-Ann Trotier	Glengarry Inter-Agency Group - Ontario Employment Services
Ron Brazeau	Renfrew Industrial Commissioner

Appendix C: Reports Reviewed

COVID SURVEY REPORTS READ

SDG/Cornwall

Leeds Grenville/Brockville

St. Lawrence Corridor/Brockville

Renfrew County

Smiths Falls

EMC - Canada. Manufacturing Sector

Ontario - Literacy

Prescott Russell COVID Survey in French

LABOUR/SKILLS REPORTS READ

EMC- Canada wide

EOCC-CCEO-SAO

OLMP-Leeds Grenville and Frontenac

SDG Labour Market Data 2019 2020

COUNTY/CORRIDOR and CITY STRATEGIES/PROGRAMS REPORTS READ

Leadership Council - Workplace Showcase 2020

Leeds Grenville BRE 2019

WDB Workforce Development Board 2020

Prescott Russell Labour Shortage 2020

Smiths Falls - Attract Train Retain 2019

Eastern Ontario Training Board

City of Brockville BR&E

IMMIGRATION REPORTS READ

Pathway to Prosperity Canada 2019

Immigration Future

FINANCIAL PROGRAMS REPORTS READ

Federal Programs and Service Link through CFDC for Region

Appendix D: EOMWDP Project Survey Results

The questions asked and results from the completed survey of the previous stakeholders gathered from the previous project can be found [here](#).



Department of Development &
Property



9 INTERNATIONAL DRIVE
PEMBROKE, ON, CANADA
K8A 6W5
613-735-3204
FAX: 613-735-2081
www.countyofrenfrew.on.ca

August 26, 2020

Joe Yaraskavitch
Management Forester
31 Riverside Drive
Pembroke, ON K8A 8R6
Via email: joe.yaraskavitch@ontario.ca

Re: County of Renfrew Support of the Long-Term Management Direction for the 2021-2031 Forest Management Plan for the Algonquin Park Forest

Dear Mr. Yaraskavitch,

Thank you for the opportunity to review and provide comments on the proposed Long-Term Management Direction (LTMD) for the 2021-2031 Forest Management Plan (FMP) for the Algonquin Park Forest.

Wood sustainably harvested from the Algonquin Park Forest is critical to the survival of many communities in Renfrew County. The wood volume from the Park represents 40% of Central Ontario's wood supply, and results in substantial employment dependence in 7 communities and 10 wood processing facilities in Renfrew County alone. Long-standing, family-owned businesses have been operating in the Park and surrounding area since the early 1800s. The decrease in available wood supply projected in the LTMD of almost 100,000m³/year is concerning, and we look forward to seeing further assessment of these impacts in later stages of the planning process. We understand the complexity of balancing objectives in a sustainably managed forest, and the importance of the three pillars of sustainability: social, ecological, and economic values.

The results of annual third-party certification audits to Canada's National Forest Management Standard CSA-Z809, 5-year Independent Forest Audits, and stringent planning and auditing that happens every day according to Ontario's forest management planning system indicate that, without a doubt, the Park is sustainably managed to world-class standards.

The proposed LTMD for the 2021-2031 Forest Management Plan for the Algonquin Park Forest has demonstrated due regard for environmental, social, and economic values and as a result, clearly provides for the sustainability of the Algonquin Park Forest.

The County of Renfrew would like to express our support for the LTMD for the 2021-2031 FMP for the Algonquin Park Forest at this stage of the planning process.

Sincerely,

Lacey Rose, RPF
County Forester

c: Gord Cumming, Chief Forester, Algonquin Forestry Authority
Tom Ballantine, Algonquin Park Forest, LCC Chairman

DESIGN - C

OPTION - 1



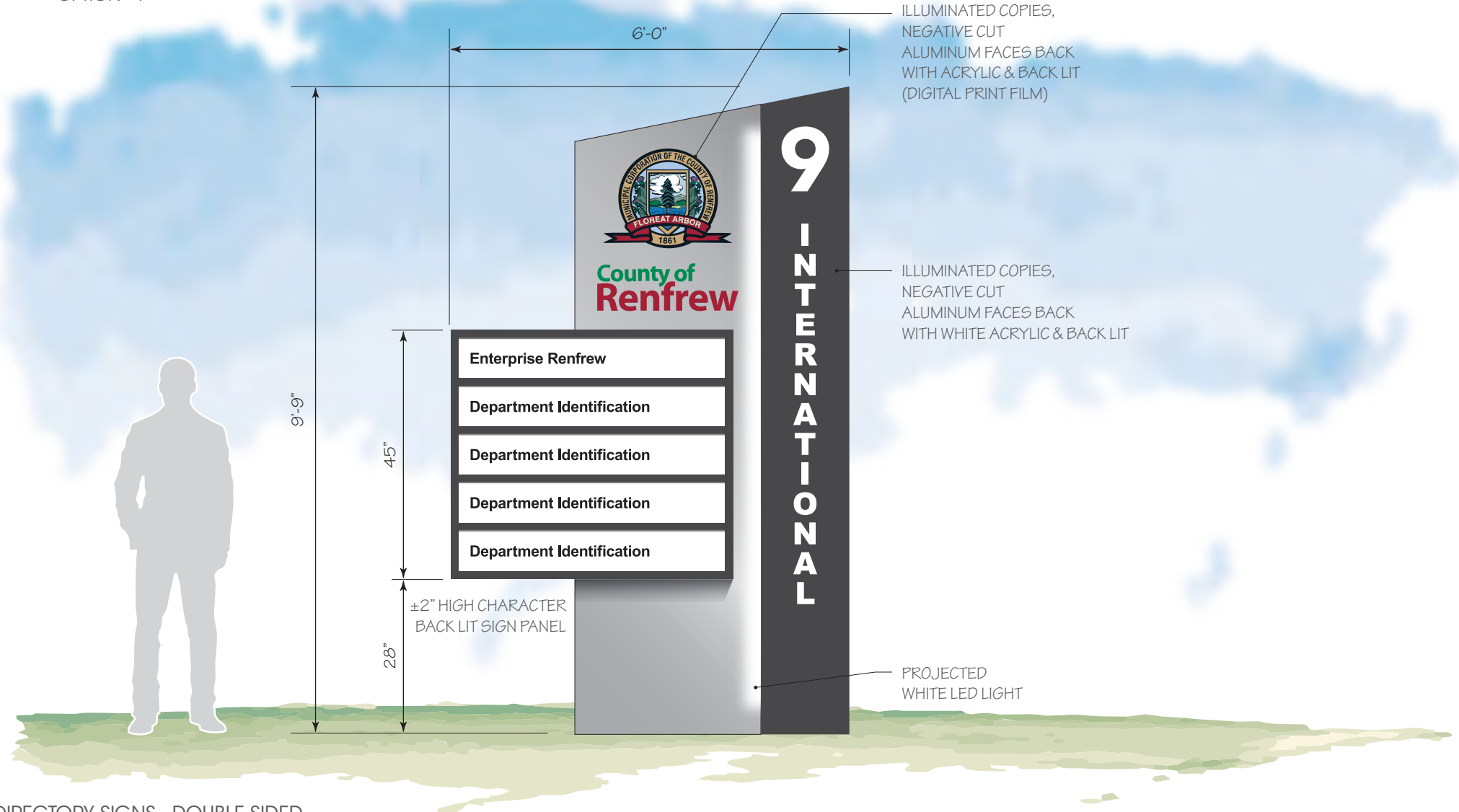
DIRECTORY SIGNS - DOUBLE SIDED

PYLON SIGN - DOUBLE SIDED

<div>EVEREST</div> <div>SIGNS</div>	CLIENT	LOCATION	PROJECT	QTY	FILE NAME	ORIGINAL DATE	SIGNATURE	PAGE 1 of 2
	County of Renfrew	9 International Drive Pembroke On K8A 6W5	ground sign	--	County of Renfrew Pembroke pylon 20200820.ai	July 16, 2020	APPROVED AS PER LAYOUT ABOVE. EVEREST SIGNS WILL NOT PROCEED WITH PRODUCTION WITH OUT YOUR SIGNATURE	
						REVISION DATE & #		
						Aug 17, 2020		
						Aug 18, 2020		
SALES - SG DRAWN BY -YIU L SCALE - NOT TO SCALE						Aug 19, 2020		
70 MODERN ROAD TORONTO ONTARIO M1R 3B6 www.everestsigns.com sales@everestsigns.com TEL 416 755 1432 FAX 416 755 9900								

DESIGN - C

OPTION - 1



DIRECTORY SIGNS - DOUBLE SIDED

<div>EVEREST</div> <div>SIGNS</div>	CLIENT	LOCATION	PROJECT	QTY	FILE NAME	ORIGINAL DATE	SIGNATURE	PAGE 2 of 2
	County of Renfrew	9 International Drive Pembroke On K8A 6W5	ground sign	--	County of Renfrew Pembroke pylon 20200820.ai	July 16, 2020	APPROVED AS PER LAYOUT ABOVE. EVEREST SIGNS WILL NOT PROCEED WITH PRODUCTION WITH OUT YOUR SIGNATURE	
						REVISION DATE & #		
						Aug 17, 2020		
						Aug 19, 2020		
SALES - SG DRAWN BY -YIU L SCALE - NOT TO SCALE								
70 MODERN ROAD TORONTO ONTARIO M1R 3B6 www.everestsigns.com sales@everestsigns.com TEL 416 755 1432 FAX 416 755 9900								

**Ministry of Municipal Affairs
and Housing**

Municipal Services Office
(Eastern Ontario)

Rockwood House
8 Estate Lane
Kingston, ON K7M 9A8

Phone: (613) 545-2100
Facsimile: (613) 548-6822
Toll Free: 1-800-267-9438

**ministère des Affaires municipales
et du Logement**

Bureau des services aux municipalités
de l'Est de l'Ontario

Maison Rockwood
8 ruelle Estate
Kingston ON K7M 9A8

Téléphone: (613) 545-2100
Télécopieur: (613) 548-6822
Sans frais: 1-800-267-9438

August 31, 2020

Paul V. Moreau, CAO
County of Renfrew
9 International Drive
Pembroke, ON K8A 6W5
pmoreau@countyofrenfrew.on.ca

**RE: Exemption from Ministerial Approval of Official Plan Amendments (OPAs)
to the County Official Plan**

Dear Paul Moreau:

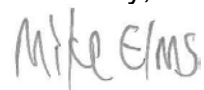
Please find attached a copy of the signed regulation relating to Renfrew County. This regulation exempts County official plan amendments (OPAs) adopted on or after August 31, 2020 from the need for ministerial approval.

The regulation amends Ontario Regulation 525/97 by adding Renfrew County to the list of municipalities exempted. A copy of amending regulation 471/20 is attached for your records. Ontario Regulation 525/97 and 471/20 should be read together.

As noted above, the exemption from ministerial approval applies to any official plan amendment that County council adopts on or after August 31, 2020. (except those made under s. 26 of the *Planning Act*). When council does not adopt an applicant-initiated amendment, the applicant's rights under section 22 of the *Planning Act* continue to apply.

Staff in our office is available to provide advice and assistance on the new exemption process. Should you have any questions, please feel free to contact me at (613) 453-9242 or via e-mail at Michael.Elms@ontario.ca

Sincerely,



Michael Elms, Manager, Community Planning & Development
Municipal Services Office - Eastern

cc: Craig Kelley, Director of Planning, Renfrew County
Irvin Shachter, Senior Counsel, Legal Branch (MMAH)

Filed with the Registrar of Regulations Déposé auprès du registrateur des règlements	
AUG 28 2020	
Number (O. Reg.) Numéro (Règl. de l'Ont.)	471/20

[Bilingual]

ONTARIO REGULATION

made under the

PLANNING ACT

Amending O. Reg. 525/97

(EXEMPTION FROM APPROVAL (OFFICIAL PLAN AMENDMENTS))

1. The Schedule to Ontario Regulation 525/97 is amended by adding the following item:

38.1	County of Renfrew	August 31, 2020
------	-------------------	-----------------

Commencement

2. This Regulation comes into force on the later of August 31, 2020 and the day it is filed.

CONFIDENTIEL
jusqu'au dépôt auprès du
registrateur des règlements

Reg2020.0643.f02.EDI
2-KC/PR

RÈGLEMENT DE L'ONTARIO

pris en vertu de la

LOI SUR L'AMÉNAGEMENT DU TERRITOIRE

modifiant le Règl. de l'Ont. 525/97

(EXEMPTION DE L'APPROBATION (MODIFICATION D'UN PLAN OFFICIEL))

1. L'annexe du Règlement de l'Ontario 525/97 est modifiée par adjonction du point suivant :

38.1	Comté de Renfrew	31 août 2020
------	------------------	--------------

Entrée en vigueur

2. Le présent règlement entre en vigueur le dernier en date du 31 août 2020 et du jour de son dépôt.

Made by:
Pris par :

Le ministre des Affaires municipales et du Logement,



Signature (in blue ink / à l'encre bleue)
Minister of Municipal Affairs and Housing

Date made:
Pris le :

Aug 28 / 2020

**County of Renfrew Official Plan Amendment No. 31- County Update
Work Plan – September 8, 2020**

<u>Time Line</u>		<u>Tasks</u>
September 2020	1.	Staff report to Development & Property Committee and County Council, and present a Work Plan
September to November 2020	1.	Staff prepares OPA 31 (text and map)
November 2020	1.	Presentation of draft OPA 31 to Development & Property Committee and County Council
	2.	Preparation of Notices for Public Meeting and Agency circulation
January/February 2021	1.	One virtual Public Meeting
March / April 2021	1.	Staff report back to Development & Property Committee and County Council following public meeting, review public and agency comments, and prepare final draft for adoption
April / May 2021	1.	Adoption of OPA 31 by County Council and 20-day appeal period (no ministerial approval required)

September 30, 2020

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

We, your **Finance and Administration Committee**, wish to report and recommend as follows:

INFORMATION

1. COVID-19 Corporate Financial Summary (to August 31, 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:

Department	OT1	REG1	Pandemic	SICK1	Expenses	Total	Revenues	Net Expense/(Surplus)	Notes
	Payroll	Payroll	Payroll	Payroll					
Admin					18,559	18,559		18,559	
BM	2,442	180,085	540,614	21,611	136,865	881,617	(775,614)	106,003	MOH \$75k, \$48k, \$112k, + \$540,614 pandemic
Child Care					377	377		377	
Ec Dev					258,873	258,873	(250,000)	8,873	\$200k Prov for Unallocated + \$50k Pembroke - BusDevFunc
Financial Expense					669	669		669	ADM/Bromley 346,043+NAW 99751=445794 @ 0.91%
HR		8,327			3,720	12,047		12,047	
Housing					695,358	695,358	(695,358)	0	\$1,773,100 SSRF (10% max for admin costs)
ML	6,617	115,014	480,691	12,344	116,816	731,482	(749,091)	(17,609)	MOH \$75k, \$88.4k, \$105k, 480,691 pandemic
OW				3,331	36,979	40,310		40,310	
Planning					1,444	1,444			
Property		5,647			32,623	38,270		38,270	
Paramedic	84,201	908,423	338,716	57,889	596,446	1,985,675	(1,365,011)	620,664	vtac \$1,026,295 + pandemic 338,716
Public Works				1,852	67,250	69,102		69,102	
RCHC	597	311		5,203	268,931	275,042	(211,533)	63,509	using SSRF for Food Bank, Gift Card, Non Profits & Gardens
Totals	93,857	1,217,807	1,360,021	102,230	2,234,910	5,008,825	(4,046,607)	960,774	

Upcoming: Aug Safe Start Agreement- Aug 14th announcement of \$978,947 funding for Child Care - must be spent by Dec 31/20

Upcoming: Aug Safe Start Agreement- Aug 12th announcement of \$2,780,100 funding (unused into reserves)

Upcoming: Aug SSRF Phase 2 - Aug 12th announcement of \$1,137,918 funding with only 3% admin & business case needed

2. Provincial Offences Act Matters - Update

Tabled is a revised Notice to Counsel/Paralegals and the Public regarding Provincial Offences Act Matters in the Ontario Court of Justice advising that all in-person Provincial Offences Act matters (e.g. traffic tickets and offences under provincial legislation) scheduled until October 16, 2020 will be rescheduled and do not attend court.

3. **2020 Tax Rates Summary**

Tabled is a summary identifying the 2020 general use tax rates for municipalities within Renfrew County. The source of this data is the Online Property Tax Analysis (OPTA) system.

4. **2020 Taxable and PIL Levy by Levy Type**

Tabled is a report created by multiplying the 2020 general use tax rates (above) by the 2020 assessment totals on the 2020 return roll and by our Council approved tax ratios and discount factors. We have also included a row at the bottom of this report identifying the % of total taxation received from each assessment class. The source of this data is the Online Property Tax Analysis (OPTA) system using the general tax rate for upper and lower tiers, excluding any “special area rates” (street lights, etc.).

5. **2020 Levy Summary Report**

Tabled is a chart that identifies the real budget impact on ratepayers in each municipality based on the tax rates adopted by each municipal council. The Online Property Tax Analysis (OPTA) system multiplies the adopted general tax rates by the Current Value Assessment (CVA) totals in each property class and then calculates the estimated taxation after applying the correct tax ratios and discount factors. It calculates the levy change from 2019 to 2020 and then subtracts Weighted Current Value Assessment (CVA) Growth % to arrive at the “net budget impact” % for each municipality. The enclosed report also includes a chart using the “net budget impact” column to sort the data from highest to lowest in terms of percentage.

6. **2020 Tax Impact Summary Report**

Tabled is a chart that compares the total taxation levy raised by property class for upper tier, lower tier and education taxes in 2020 vs 2019. The Online Property Tax Analysis (OPTA) system multiplies all adopted tax rates (general and special area) by the Current Value Assessment (CVA) totals in each property class and then calculates the estimated taxation after applying the correct tax ratios and discount factors. We have also included a row at the bottom of this report identifying the % of total taxation received each year for upper tier, lower tier and education purposes.

7. Paramedic Services – Virtual Triage Assessment Centre (VTAC) Accounts Receivable

Our Committee would like County Council to be aware that the total cost to August 2020 for the Virtual Triage Assessment Centre (VTAC) program is \$1,026,295. A one time payment was received in April 2020 in the amount of \$158,844 but the remaining \$867,451 is still outstanding. The Chief Administrative Officer and Director of Emergency Services have received assurances from the Province that this is an approved program, and that payment for the outstanding monies would be received prior to August 31, 2020. As of September 22, 2020, no funds have been received. Although there is no written agreement, the County has received email confirmation and has provided Arnprior District Hospital with invoices for services rendered to date.

8. Integrated Courts Offences Network (ICON) Modernization Project

Provincial Offences Administration staff received an email from Ms. Suzanne Schmid, Manager of Customer Services/POA, Oxford County advising that a meeting had taken place in August with members of the ICON Modernization Project Team to provide an update on the project. The Criminal Justice Digital Design (CJDD) is a transformative roadmap for the criminal justice sector that will deliver digitization of the complete criminal case work flow and consists of projects to improve this flow. Integrated Courts Offences Network (ICON) Modernization is one of the four major products and is a new solution to replace the aging criminal case management system (ICON) with modern technology to manage the entire flow of criminal cases through Ontario's courts. ICON is an online mainframe system that accumulates information by courthouse in the Ontario Court of Justice. It maintains case data and produces court dockets and monthly statistical reports.

The Finance Department reported to our Committee in October 2016 that due to a compatibility issue between the latest server hardware available for purchase and Provincial requirements for the ICON application, the County was unable to replace the aging file server at the POA office with new hardware as planned in 2016. Staff were unable to purchase any new server hardware that supports a 32 Bit version of Microsoft Windows Server 2008. As the current file server was deployed with Microsoft Windows Server 2003 which is no longer supported by Microsoft, staff

installed a used server that was still compatible. Previously, the Province has made two failed attempts to modernize the ICON application with no commitment for upgrades to the ICON application or provide support to Municipalities should issues arise with the current ICON application.

The Criminal Justice Digital Design Branch Modernization Division will be hosting a series of workshops for active ICON users from POA operations. The individuals selected must have a thorough knowledge of Case Management and Financial Administration aspects of the ICON system. Tabled is a copy of the presentation which contains the ICON Modernization timelines. The current stage for Q2 (July – September 2020) includes requirements gathering and feedback workshops, Q3 (October – December 2020) includes a Business Requirements review and Q4 (January – March 2021) includes functional design and review. Piloting of the new case management system is anticipated to begin in Q1 (April – June 2022). The solution will enable courts, court staff and other partners to better manage the flow of criminal matters through Ontario’s criminal courts and facilitate secure exchange of data and documents between partners.

Since 2000, the Ministry has indicated they will be making improvements to the existing criminal case tracking system for the high-volume courts in the Ontario Court of Justice. The objective was to improve the quality and scope of information about criminal cases. Staff are trying to obtain an article from Municipal World, dated June 5, 2000 entitled “Ontario’s integrated justice project offers powerful new computer-based systems for municipalities” and advises that Ontario’s municipalities can look forward to a powerful new system to administer the Provincial Offences Act through the province’s Integrated Justice Project (IJP). A 2001 threat assessment for the ICON Program noted ICON has no intrusion-detection or antivirus software installed on it. In the meantime, the government has been spending countless millions of dollars in various technology improvement efforts only to have these projects scrapped. Tabled is an article from December 2012 entitled “Ontario lagging in court technology” providing some additional background on the attempts to improve the ICON technology and associated costs. To date, there have been no changes to the still existing and archaic ICON program and POA staff eagerly await any improvement as a result of this latest modernization improvement project.

RESOLUTIONS

9. **Follow up Report to Council on the Continuity of Operations and Services in Response to COVID-19.**

RESOLUTION NO. FA-CC-20-09-70

Moved by Chair

Seconded by Committee

THAT County Council approve the Follow up Report on the Continuity of Operations and Services in Response to COVID-19 dated September 30, 2020 and the recommendations therein, be approved, as amended.

Background

At the May 27, 2020 meeting of County Council, members of Council reviewed and adopted the Interim Report to Council on the Continuity of Operations and Services. The Report was prepared in response to the challenges resulting from the COVID-19 pandemic and established a course of action with direction to staff to evaluate and provide a follow up report in September of 2020. The Follow up Report on the Continuity of Operations and Services in Response to COVID-19 dated September 30, 2020 is attached as Appendix I. In reviewing the Long Term Care Department Report, within the Continuity of Operations and Services Report, our Committee approved the addition of the following recommendation:

THAT the County of Renfrew continue to require that Long Term Care staff only work for one employer.

The amended report provides a number of recommendations for Council's consideration and provides direction to staff to bring a follow up report back to Committee and County Council in the month of November.

10. **Delegated Authority**

RESOLUTION NO. FA-CC-20-09-72

Moved by Chair

Seconded by Committee

THAT the approvals made under By-law Number 33-20, a By-law to Delegate Council's Authority be approved by County Council notwithstanding Section 4 of the by-law that reads, "THAT this By-law will be limited to the time that Renfrew County Council is unable to hold its

regular or special meetings of Council or its Committees as a result of the COVID 19 outbreak.”

Background

The wording of section 4 of By-law 33-20, a By-law to Delegate Council’s Authority that reads, “THAT this By-law will be limited to the time that Renfrew County Council is unable to hold its regular or special meetings of Council or its Committees as a result of the COVID 19 outbreak”, was recently brought to the attention of staff.

After reviewing the Procedural By-law and the past minutes, it is unclear how section 4 of By-law 33-20 impacts the past approvals by the Warden and the CAO. Staff is seeking approval of the recommendation out of an abundance of caution.

11. Service Delivery Review

RESOLUTION NO. FA-CC-20-09-73

Moved by Chair

Seconded by Committee

THAT County Council approve that a special meeting of Council be convened on Wednesday, October 7th to discuss the Service Delivery Review; AND FURTHER THAT representatives from StrategyCorp be invited to facilitate the discussion; AND FURTHER THAT Council enter into a closed meeting for the purpose of the discussion at the October 7, 2020 meeting of County Council, pursuant to Section 239(1)(k) of the Municipal Act, 2001: “a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26,” to discuss the report being prepared by StrategyCorp.

Background

On August 26, 2020 Council received a delegation from representatives of StrategyCorp who provided Council with an overview of the Current State Assessment Report. The County of Renfrew engaged StrategyCorp to conduct a Service Delivery Review (“SDR” or Engagement”) as a next step to the Service Delivery Improvement Project (SDIP). The SDR will identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources. The primary focus of this review is to evaluate the County’s services in order to achieve a more efficient and effective service

delivery model, without compromising customer/ratepayer services or local identity and control.

This report details the results of Phase 2 of the Engagement, which encompasses the Current State Assessment and Opportunity Generation activities.

The objectives for this Phase include:

- Assessing Renfrew County's municipal environment, including its strengths, weaknesses, opportunities, and threats.
- Building a thorough understanding of the County's municipal services and delivery models.
- Evaluating how Renfrew County compares to its peer County's.
- Identifying potential improvement opportunities to be further explored in the next phase of the Engagement.

The next phase of the project will identify improvement opportunities and recommendations. This next phase of the project will lead to the following:

- Improvement Opportunity Definition: Research and refine improvement opportunities.
- Recommendations and Implementation Planning: Develop detailed recommendations including 3-year budget projections, implementation and performance measurement considerations

12. Service Delivery Improvement Project – Provision of Unallocated Funds Amendment

RESOLUTION NO. FA-CC-20-09-71

Moved by Chair

Seconded by Committee

THAT County Council amend the resolution from May 27, 2020 to reallocate the funds reserved for the Renfrew County Economic Task Force to the Service Delivery Improvement Project (SDIP); AND FURTHER THAT \$300,000 from the COVID-19 Emergency Funding Assistance Program be reallocated to the Provision for Unallocated Funds; AND FURTHER THAT County Council provide the Service Delivery Improvement Project (SDIP) with up to \$300,000 from the Provision for Unallocated Funds for necessary upgrades to the County Council Chambers to react to the realities of the COVID-19 pandemic, including social distancing and audio/visual requirements that were not part of the SDIP project contract.

Background

In May 2020, County Council endorsed the following resolution:

“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.”

On August 12, 2020, the Province of Ontario announced that it would be providing municipalities with up to \$1.6 Billion in First Round of Emergency Funding Assistance that would help ensure the delivery of critical public services during COVID-19 as part of the Federal government’s Safe Restart Program. The County of Renfrew was notified that it would receive \$2,780,100.

It has become abundantly clear that our Council Chambers will be insufficient to hold council meetings and maintain the recommendations of public health regarding distancing and common workspace areas. As the Service Delivery Improvement Project is underway, we have reached out to our architects for a scope of costs for upgrades to bring the Council Chambers to a point where larger meetings will be possible, and that they would be better served for livestreaming in the future. Our current furniture, audio/visual, and electrical components and connections do not allow for simple modifications or a modular solution. The companies that we are currently engaged with feel that there are efficiencies to be had if we extend the current contract to include this work as part of the SDIP and the timeline/phasing plan. Staff has asked for a rough estimate to create architectural drawings and to finish the construction, including audio/visual requirements that would allow for continued livestreaming. The initial estimate from the architect indicates a total cost of approximately \$314,000.

Staff have reviewed the conditions of the Emergency Funding and feel that the COVID-19 Business Development Fund and other related expenses fit the criteria. As such, we are recommending that the Provision for Unallocated Funds is replenished to allow for a subsequent reallocation to the Service Delivery Improvement Project.

13. **New Budget and Financial Report Format**

RESOLUTION NO. FA-CC-20-09-78

Moved by Chair

Seconded by Committee

WHEREAS the working group consisting of Warden Robinson, Chair Murphy and Councillor Hunt have recommended to the Finance and Administration Committee that staff be directed to develop the 2021 Budget using a new “gross” budget format vs the current “net” budget format;

AND WHEREAS the Finance and Administration Committee expressed concerns regarding how staff and Council will understand the differences between the formats;

NOW THEREFORE BE IT RESOLVED THAT County Council direct staff to continue using the current “net” budget format to develop and present the 2021 Budget;

AND FURTHER THAT staff also present a comparison of the current “net” and proposed “gross” budget formats for the first quarter 2021 financial report to County Council.

Background

At our January 16, 2020 meeting, Councillor Hunt distributed and overviewed a draft summary for financial reporting which is attached as Appendix II. At that January meeting, Councillor Hunt advised that he had completed some research and noted that not many counties are using net budgeting and he feels that it is a choice, therefore he asks that Council consider using gross budgeting as a choice for the County of Renfrew. Councillor Hunt noted that the County of Renfrew financials contain too much detail, we should only be looking at 2018, 2019 and 2020. Councillor Hunt asked for Committee consideration that he meet with Mr. Foss and Mr. Moreau to discuss further and bring an example back to the Finance and Administration Committee at a later date.

Accordingly, the following resolution was adopted at our January 16, 2020 meeting:

“RESOLUTION NO. FA-C-20-01-03

Moved by: Councillor Donohue

Seconded by: Warden Robinson

THAT the Finance and Administration Committee direct staff to work with Councillor Hunt and the Chair of the Finance and Administration Committee to explore the opportunities for implementation of gross

budgeting versus net budgeting at the County of Renfrew as per the example that was provided to Committee today by Councillor Hunt.”

Following our August 13, 2020 Finance and Administration Committee meeting, a separate working group comprised of Warden Robinson, Chair Murphy, Councillor Hunt, Mr. Moreau and Mr. Foss met electronically to discuss Mr. Hunt’s request to amend the current format of the Financial Statements.

Attached as Appendix III is the Financial Statement report prepared by the Treasurer and discussed at the August 13th meeting. During the meeting, the Council members also requested additional changes to the report format that were not part of Councillor Hunt’s sample and they have requested that the revenues for the capital program be separated from the operating revenues. Committee was advised that staff may need to continue to edit this newly evolving financial report format, as staff begin the 2021 budget development this fall.

Committee discussed the merits of moving to a new budget and financial statement format and decided not to make any changes. Instead, our Committee directed that staff develop the 2021 budget using the existing “Net” Budget format and also, that staff are to present a comparison of the current “net” and proposed “gross” budget formats for the first quarter 2021 financial report to County Council.

14. **2021 Budget Guidelines**

RESOLUTION NO. FA-C-20-09-83

Moved by Chair

Seconded by Committee

THAT County Council approve the 2021 Budget Guidelines as follows:

- annual levy increase of 2.5%;

AND THAT County Council also confirm the remaining elements of the Long Term Financial Plan as follows:

- restriction in the use of that levy increase to only 2.5% per year for operating expenses;
- utilization of the annual current value assessment (CVA) weighted growth into capital reserves (estimated at 1.48%);
- new debt for projects in excess of \$3 million;
- annual Provincial funding of at least \$500 thousand;

- annual Federal Gas Tax funding of at least \$2.6 million; and
- minimum Capital Reserve balance of \$2 million.

RESOLUTION NO. FA-CC-20-09-84

Moved by Chair

Seconded by Committee

THAT County Council approve that the Cost of Living Allowance (COLA) increase for non-union staff under Employment By-law #1 be set at 1.5% for 2021.

RESOLUTION NO. FA-CC-20-09-85

Moved by Chair

Seconded by Committee

THAT County Council approve the 2021 Budget Schedule.

Background

Tabled is the 2021 Budget Schedule.

At the April 29, 2015 session of County Council, the Long Term Financial Plan (LTFP) was presented with the following Resolution No. FA-CC-15-04-46 being adopted:

“THAT County Council approve the Long Term Financial Plan to be used as a guideline for future budget deliberations to strategically finance the County of Renfrew’s Asset Management Plan; AND FURTHER THAT the Long Term Financial Plan and scorecard be reviewed each year as part of the budget process.”

The long term financial plan approved by County Council includes the following components:

- projected annual levy increase of 3%;
- restriction in the use of that levy increase to only 2.5% per year for operating expenses;
- utilization of the annual current value assessment (CVA) weighted growth into capital reserves (estimated at 1.48%); and
- new debt for projects in excess of \$3 million;
- annual Provincial funding of at least \$500 thousand;
- annual Federal Gas Tax funding of at least \$2.6 million; and
- Minimum Capital Reserve balance of \$2 million.

Our Committee also noted that during the budget review by the Committees in January, any changes that these Committees asked for were not made immediately in the budget document, but were only summarized and discussed in the presentation at the end of the workshop. Staff indicated that they utilized this process due to the time involved in preparing the 250 page slide deck/PowerPoint presentation during the budget workshop, in addition to the 7 day turnaround to have the budget document printed and coil bound by an external company. After our August 13, 2020 Finance and Administration Committee meeting a separate working group, comprised of Warden Robinson, Chair Murphy, Councillor Hunt, Mr. Moreau and Mr. Foss met to discuss Mr. Hunt's request to amend the current format of the Financial Statements. This working group also discussed the budget workshop document and recommended that staff eliminate the creation of the large slide deck/PowerPoint presentation and simply email a copy of the consolidated budget document to all Council members following the January 15, 2021 Finance and Administration Committee meeting and prior to the Budget Workshop on Monday, January 18, 2021. This will allow for all changes at each Committee meeting to be made immediately within the 2021 budget and to be included in the email.

This new process does not allow staff sufficient time to alter the PowerPoint presentation with Committee changes, nor does it allow sufficient time to have the revised budget booklet printed in time for the revised workshop date. Therefore, Committee directed that a powerpoint presentation and a printed/bound Budget Workshop booklet not be provided at the 2021 Budget Workshop and the 2021 Draft "Net" Budget document be emailed to Elected Officials on Friday, January 15, 2021 for the Budget Workshop scheduled for Monday, January 18, 2020.

BY-LAWS

15. Electronic Participation in Council Meetings and Proxy Voting

RESOLUTION NO. FA-CC-20-09-81

Moved by Chair

Seconded by Committee

WHEREAS the Province of Ontario has adopted Bill 197, the COVID-19 Economic Recovery Act, which amends the Municipal Act, 2001, to permit regular electronic participation by members at meetings of Council, and committees;

AND WHEREAS Council and its committees have successfully held electronic meetings throughout the COVID-19 declared state of emergency, as previously permitted under the Municipal Act, 2001;

AND WHEREAS Council deems it expedient to continue to permit electronic participation at meetings of Council and its committees;

NOW THEREFORE BE IT RESOLVED THAT the Finance and Administration Committee recommends that County Council approve the following amendments to the Procedural By-law 85-10 to allow for electronic participation in meetings;

THAT sub-section 6.1 EMERGENCY ELECTRONIC MEETINGS be removed from the Procedural by-law in its entirety.

THAT a new Section under PART III – COUNCIL, titled “Electronic Participation in Meetings” be added in order to permit council participation through electronic means according to the following guidelines:

- (a) Councillors are permitted to participate in a meeting remotely via electronic means (e.g. video or audio teleconference), and such Councillors shall have all the same rights and responsibilities as if they were in physical attendance.
- (b) Any Councillor participating electronically must be located within the Province of Ontario unless an Elected Official is on municipal business.
- (c) A Councillor who is participating electronically in a meeting shall be counted in determining whether or not a quorum of members is present at any point in time, and may participate electronically in any portion of a meeting that is closed to the public.
- (d) All Councillors participating electronically in a Closed Session of Council, Standing Committee or Ad Hoc Committees shall declare to the presiding officer and the Clerk that they are in a private room, where:
 - i. No other persons can overhear the deliberations;
 - ii. The internet connection is secure and not publically accessible; and
 - iii. It is strongly recommended that Councillors wear earbuds or headphones when in a closed session.
- (e) In the event of an interruption in connectivity for a member that is participating electronically, the meeting will resume without the participant and their absence will be noted in the minutes.
- (f) Any Councillor intending to participate electronically in a meeting shall notify the Clerk by email prior to the meeting.

- (g) Members must inform the Clerk or presiding officer of their departure prior to leaving the meeting to ensure that there is quorum.
- (h) Should the presiding officer lose connectivity for longer than a period of 5 minutes, the Clerk shall ask the members to appoint a presiding officer from among the members present.
- (i) In the absence of the Chair at Committee Section 74 (g) of the Procedural by-law will apply.
- (j) Should a Councillor declare a pecuniary interest, Section 47 of the procedural by-law shall apply.
- (k) Councillors must connect through a secure connection.

AND FURTHER THAT the Procedural By-law provisions relating to participation in electronic meetings be revoked effective June 30, 2021;
 AND Further That staff be directed to prepare a review of the effectiveness of the electronic meeting provisions of the procedural by-law prior to revocation of the electronic meeting provisions of the procedural by-law.
 AND FURTHER THAT Section 7 of the Procedural By-law 'Place of Meeting' be amended to read as follows: "All the meetings of Council will be held in the Council Chamber of the County Administration Building, 9 International Drive, Pembroke, Ontario or at such place as the Warden and Chief Administrative Officer/Clerk may from time to time determine;
 AND FURTHER THAT a By-Law to Amend By-Law 85-10 (as amended), being a By-Law to Govern the Proceedings of the Council and Committees of the County of Renfrew be adopted at this session of County Council.
 AND FURTHER THAT Council not take any action on proxy voting at this time.

Background

Attached as Appendix IV and V are two documents dated July 2020 from the Ministry of Municipal Affairs and Housing, entitled "Electronic Participation in Municipal Meetings" and "Proxy Voting for Municipal Council Members".

Premier Ford declared a State of Emergency for Ontario on March 17, 2020 due to the 2019 Novel Coronavirus (COVID-19) Pandemic. On March 19, 2020, the Ontario government enacted the Municipal Emergency Act, 2020 which amends the Municipal Act, 2001 to provide that, during emergencies, members of councils, local boards and committees who participate electronically in open and closed meetings may be counted for the purposes of quorum. On July 8, 2020, the Province announced new legislation, Bill 187 Municipal Emergency Act, 2020, to assist municipal governments and local

boards during the COVID-19 Pandemic and permit virtual meetings when either the Province of Ontario or the municipality are in a State of Emergency. Our Procedural By-law was amended on April 1, 2020 to allow virtual meetings during an emergency.

On July 21, 2020, Bill 197, An Act to amend various statutes in response to COVID-19 and to enact, amend and repeal various statutes received Royal Assent. Section 12 of the Bill amends several provisions of the Municipal Act, 2001 to allow a municipality to amend their Procedural By-laws to provide for full electronic participation in open and closed meetings and may be counted as quorum and therefore vote without the need for a declared emergency.

Electronic Participation in Municipal Meetings

The proposed amendments to the Procedural by-law will permit Council participation in electronic meetings on a more permanent basis. The resolution obligates Council to review the electronic meeting provisions at the June 2021 meeting of County Council. Council will then need to determine if the provisions relating to council participation in electronic meetings require amendments.

Considerations

When developing the proposed amendment to the Procedural by-law to allow for ongoing electronic meetings staff contemplated the following provisions:

1. The Warden must be in attendance in the Council Chamber at all Council meetings. If he or she is unable to attend the meeting, the Acting Warden will chair the meeting. This provision is problematic at this time as the area around Council Chamber remains under construction until November 2020 and has limited access. This condition may further limit the utility of the electronic meeting provisions should a future situation arise where an electronic meeting of council is required and the Warden does not have access to Council Chambers.
2. Participation in meetings electronically should be for specific reasons such as a significant weather event or illness. Limiting the participation of members of Council to specific circumstances may overly restrict the participation of the members of council. Overly restrictive provisions

that do not account for all circumstances or situations may limit the effectiveness of the electronic meetings provisions.

3. At least 50% of the Councillors should be in attendance in the Council Chamber. It would be problematic to determine what members of council would be permitted to participate electronically and what members would be required to attend council chambers. This condition is problematic should a situation arise where more than 50% of the members are required to participate electronically.

Staff will be reviewing options for the purchase of camera equipment in order to livestream our committee and council meetings and will be bringing it forward in the 2021 budget.

Proxy Voting

Bill 197 also allows proxy voting for Municipal Council Members. The province is providing municipalities with the flexibility to choose to allow proxy votes for municipal council members who are absent. This power helps ensure continuing representation of constituents' interests on municipal councils when a member is unable to attend in person due to, for example, illness, a leave of absence, or the need to practice physical distancing.

Municipalities that wish to allow proxy voting must amend their procedure By-laws to allow a member of council to appoint another member of the same council to act in their place when they are absent.

Section 243.1 of the Municipal Act states that "The Procedure By-law may provide that, in accordance with a process to be established by the clerk, a member of council may appoint another member of council as a proxy to act in their place when they are absent." On November 28, 2018, County Council adopted By-law Number 113-18, a By-law to Provide for the Appointment of Alternate Members to County Council. Lower-tier Municipalities do not have an opportunity to appoint alternate members and therefore proxy voting is more applicable to them.

Following approval of the above, the Procedural By-law will be revised to include these changes and renumbered accordingly. A revised Procedural By-law will be sent to County Council electronically.

16. **Remuneration By-law**

RESOLUTION NO. FA-CC-20-09-76

Moved by Chair

Seconded by Committee

THAT County Council adopt the revised Remuneration By-law at this session of County Council to include compensation for electronic meetings, noting that if a member of County Council's participation in an electronic meeting, should they need to travel for the purposes of connectivity to participate, that they be remunerated as per the provisions of the Remuneration By-law, however that remuneration mileage will not exceed the cost of travel that would be provided from their home to the County Administration Building, whichever is less.

Background

With the introduction of the electronic meetings it is necessary to revise our Remuneration By-law in order to compensate Councillors for virtual attendance at Ad-Hoc Committee meetings, meetings such as AMO, ROMA and FCM as well as virtual Conferences.

All of which is respectfully submitted.

Jennifer Murphy, Chair

And Committee Members: J. Brose, G. Doncaster, M. Donohue, B. Hunt, T. Peckett, D. Robinson, R. Sweet



NOTICE TO PUBLIC REGARDING *PROVINCIAL OFFENCES ACT* MATTERS

Revised September 2, 2020

All in-person *Provincial Offences Act* matters (e.g., traffic tickets and offences under provincial legislation) scheduled until October 16, 2020 will be rescheduled. Do not attend court.

All in-person *Provincial Offences Act* (POA) matters scheduled from Monday, March 16, 2020 through to and including Friday, October 16, 2020 will be adjourned and rescheduled to a later date. If you have a matter scheduled during this time, **do not attend court**. This applies to all POA courts in Ontario.

A notice of your new court date will be sent to you by mail to the address on file with the court. For more information, please contact your local Provincial Offences court.

Contact information for all municipal courts is available here:

https://www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/poa/

Updated information about court proceedings at the Ontario Court of Justice can be found on the Court's website at <https://www.ontariocourts.ca/ocj/>.

Please be advised that the Chief Justice has made an order pursuant to s. 85 extending certain timelines for the Ontario Court of Justice under the *Provincial Offences Act* until April 23, 2020.

The following timelines have been extended:

Sections 5(6), 5.1(2)(b), 5.1(12), 9(1)(a), 11(1), 11(4), 17.1(6.1), 18(1), 18.1(5), 18.2(1), 18.3(1), 19, 66(1), 69(1), 116(2)(a), 116(3) and 135(2) of the *Provincial Offences Act*, and sections 5(2) and 5(3) of the *Rules of the Ontario Court (General Division) and the Ontario Court (Provincial Division) in Appeals Under Section 116 of the Provincial Offences Act*, O. Reg. 723/94.

A copy of the order is available on the Ontario Court of Justice website.

Please also be advised that the Government of Ontario made an order pursuant to s. 7.1 of the *Emergency Management and Civil Protection Act* (EMPCA), suspending any limitation periods in statutes and regulations for the duration of the State of Emergency. This will impact timelines under the *Provincial Offences Act* and related proceedings. A copy of the order is available online at:

<https://www.ontario.ca/laws/regulation/200073>.



COVID-19: NOTICE TO COUNSEL/PARALEGALS AND THE PUBLIC RE: *PROVINCIAL OFFENCES ACT* MATTERS IN THE ONTARIO COURT OF JUSTICE

**This Notice supersedes previously announced notices.*

Effective Date: 19 May 2020

Revised: 2 September 2020

1. INTRODUCTION	1
2. APPLICATION	2
3. LIMITATION PERIODS UNDER THE PROVINCIAL OFFENCES ACT	2
4. SCHEDULING DIRECTIVES	3
4.1 Suspension of All In-Person Proceedings.....	3
4.1.1 Expansion of Remote Hearings	3
4.2 POA Appeals	4
4.3 Judicial Pre-Trials	4
4.4 Early Resolution Guilty Pleas.....	4
4.5 Young Persons	4
5. ELECTRONIC SIGNATURES.....	5
5.1 Electronic Signatures	5
6. FILING of POA APPEALS.....	5
6.1 Filing of POA Appeals.....	5

1. INTRODUCTION

The Ontario Court of Justice continues to work with stakeholders to ensure all courts, including Provincial Offences courts, can return to operations in a safe manner.

Until further notice, no in-person *Provincial Offences Act* proceedings will be conducted until at least Monday, October 19th, 2020. Beginning September 28, 2020, *Provincial Offences Act* matters may proceed remotely as described below in s. [4.1.1](#). Judicial pre-trials as described below in [s. 4.3](#) and early resolution guilty pleas described below in [s. 4.4](#) may continue to be held remotely.

The Court is working closely with its justice partners, including the Ministry of the Attorney General and representatives of Provincial Offences courts, to determine how technology can be used to increase participants' ability to access courthouse services using remote means, such as by the electronic filing of court material, remote scheduling processes, and remote hearings. The Court is also working with justice partners to plan for the eventual resumption of in-person attendances in a way that protects the health and safety of all participants.

Do not come into a courthouse if you have been advised by public health officials, your doctor, or the Ontario Ministry of Health website to self-isolate.

Please continue to check the [Ontario Court of Justice website](#) for updates to this Notice.

2. APPLICATION

This Notice applies to all *Provincial Offences Act* matters before the Ontario Court of Justice.

3. LIMITATION PERIODS UNDER THE PROVINCIAL OFFENCES ACT

All limitation periods under the *Provincial Offences Act* have been suspended by an order under s. 7.1.2(2) of the *Emergency Management and Civil Protection Act*. This order is available here: <https://www.ontario.ca/laws/regulation/200073>

This order has been extended by the Government of Ontario until September 11, 2020.

In addition, on March 15, 2020 the Chief Justice of the Ontario Court of Justice made an order pursuant to s. 85 of the *Provincial Offences Act* extending most timelines under the act until April 23, 2020. A copy of this order is available here: <https://www.ontariocourts.ca/ocj/files/POAs85OrderMarch15.pdf?id=5f4934750d0b2>

4. SCHEDULING DIRECTIVES

4.1 Suspension of All In-Person Proceedings

Except as otherwise noted in this practice direction, all *Provincial Offences Act* (POA) in-person proceedings scheduled from Monday, March 16, 2020 through to and including Friday, October 16, 2020 will be adjourned and rescheduled to a later date. If you have a proceeding scheduled during this time, **do not attend court in person**. This applies to all Provincial Offences courts in Ontario.

During this time, matters may proceed by audio as described below in [s. 4.1.1](#).

A notice of the new court date will be sent to both parties by mail to the address on file with the court. For more information, please contact your local Provincial Offences court.

Contact information for all Provincial Offences courts is available here:

https://www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/poa/

4.1.1 Expansion of Remote Hearings

Beginning September 28, 2020, the Ontario Court of Justice will hear non-trial POA proceedings (e.g., guilty pleas, withdrawals, judgment delivery, first appearances, adjournments) remotely by audio conferencing.

The Ontario Court of Justice continues to work with the Ministry of the Attorney General and Provincial Offences courts to prepare for the resumption of trials. More information about the resumption of trials in Provincial Offences courts will be forthcoming.

Recent amendments to the *Provincial Offences Act* permit most POA matters to proceed remotely. In light of these amendments, the Ontario Court of Justice will begin to schedule and hear additional POA proceedings by audio conferencing, which is the platform most Provincial Offences courts have available. Consistent with the remote proceeding provisions of the *Provincial Offences Act*, these proceedings will only be heard in locations where the electronic method (i.e., audio conferencing) is made available by the court office.

If you have a matter that will be proceeding by audio conferencing, you or your representative will receive notice of your hearing date from the court office. Please ensure your contact information is up to date with the court office where your matter is being heard.

Contact information for all Provincial Offences courts is available here:

https://www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/poa/

4.2 POA Appeals

All *Provincial Offences Act* appeals to a judge of the Ontario Court of Justice scheduled from Monday, March 16, 2020 through to and including Friday, September 11, 2020 will be adjourned.

Please check back on this website before your next court date for further information.

If you need to update your address with the court, please contact the courthouse where the appeal is scheduled to be heard. A listing of all court addresses is available here: https://www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/

4.3 Judicial Pre-Trials

Judicial pre-trials continue to be held by audio conference. Cases subject to judicial pre-trials will be determined by local protocol. Parties will be notified of the date and time of the judicial pre-trial and the information for attending the audio conference.

4.4 Early Resolution Guilty Pleas

Beginning July 6, 2020, early resolution guilty pleas pursuant to s. 5.1(8) of the *Provincial Offences Act* started proceeding before a Justice of the Peace remotely by audio conference in some of the early resolution Provincial Offences courts in the province.

Formal early resolution is only available in some jurisdictions across the province where the Offence Notice (ticket) indicates the option to request an early resolution meeting with the prosecutor. The decision to offer early resolution is a decision made by the municipalities.

These will continue to proceed remotely.

4.5 Young Persons

Provincial Offences Act matters where the defendant is a young person (individual under 16 years of age) are scheduled to appear and be heard in a provincially-administered Ontario Court of Justice. As a result, these matters will be dealt with consistent with matters in criminal court.

Up to date information about cases in criminal court, which applies to POA young person matters, is available on the Ontario Court of justice website at <https://www.ontariocourts.ca/ocj/covid-19/>.

If you need to update your address with the court, or need information about a specific case, please contact the courthouse where the matter is scheduled to be heard. A listing of all provincially-administered court addresses are available here:

https://www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/

5. ELECTRONIC SIGNATURES

5.1 Electronic Signatures

The Ontario Court of Justice will accept electronically signed documents where a signature is required. An electronic signature consists of electronic information that identifies the signatory and the date and place of signing. For example, you may type your name as your signature.

6. FILING OF POA APPEALS

6.1 Filing of POA Appeals

Until further notice only urgent POA appeals to a judge of the Ontario Court of Justice will be accepted for filing. Urgent POA appeals are limited to those where the defendant is subject to a licence suspension.

If you are subject to a licence suspension and would like to file an appeal, you may do so by emailing your Notice of Appeal to the appropriate courthouse. For a list of courthouse email addresses see: Ontario Court of Justice – Courthouse Email Addresses. If you are unable to file documents by email, contact your local courthouse by email or telephone to find out about other options that are available or information about attending your local courthouse.

If you are appealing a matter under PART III (summons offences) of the POA, you must still serve your Notice of Appeal on the prosecutor's office before you file it with the appeal court office.

More information about POA appeals is available in the Guide to Appeals in Provincial Offences Cases. The Guide is available here: <https://www.ontariocourts.ca/ocj/self-represented-parties/guide-to-appeals-in-provincial-offences-cases/guide/>.

Please note that all limitation periods under the Provincial Offences Act, including the 30 day time limit to file POA appeals, have been suspended by an order under s. 7.1.2(2) of the Emergency Management and Civil Protection Act. This order is available here: <https://www.ontario.ca/laws/regulation/200073> . This order has been extended by the Government of Ontario until September 11, 2020.

2020 Tax Rates Summary

		Residential		New Multi-residential		Multi-residential		Commercial			Industrial			Large Industrial		Landfills	Pipelines	Farm	Managed Forests
Municipality	Details	Occupied	FAD Phase I	Occupied	Occupied	Occupied	Excess Land	Vacant Land	On-Farm Bus.	FAD Phase I	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Occupied	Occupied	Occupied	Occupied
County of Renfrew	Tax Ratios	1.000000		1.000000	1.943600	1.814700					2.851674			3.557666		1.189066	1.332800	0.250000	0.250000
County of Renfrew	Education- New Const					0.00980000	0.00980000	0.00980000	0.00245000	0.00053550	0.00980000	0.00980000	0.00980000	0.00980000	0.00980000				
County of Renfrew	Education	0.00153000	0.00053550	0.00153000	0.00153000	0.01250000	0.01250000	0.01250000	0.00245000	0.00053550	0.01250000	0.01250000	0.01250000	0.01250000	0.01250000	0.00980000	0.00980000	0.00038250	0.00038250
County of Renfrew	Upper General	0.00366001	0.001281	0.00366001	0.00711359	0.00664181	0.00664181	0.00664181	0.00000000	0.00128100	0.01030778	0.01030778	0.01030778	0.01285969	0.01285969	0.00435199	0.00487806	0.000915	0.000915
Admaston/Bromley Township, 4742	Lower General	0.00627313	0.00219559	0.00627313	0.01219245	0.01138385	0.01138385	0.01138385	0.01138385	0.00219559	0.01767300	0.01767300	0.01767300	0.02231769	0.02231769	0.00745916	0.00836083	0.00156828	0.00156828
Arnprior Town, 4702	Lower General	0.00873543	0.0030574	0.00873543	0.01697818	0.01585218	0.01585218	0.01585218	0.01585218	0.00305740	0.02491059	0.02491059	0.02491059	0.03107773	0.03107773	0.010387	0.01164258	0.00218386	0.00218386
Bonnechere Valley Township, 4738	Lower General	0.00651993	0.00228198	0.00651993	0.01267214	0.01183172	0.01183172	0.01183172	0.01183172	0.00228198	0.01830147	0.01830147	0.01830147	0.02283239	0.02283239	0.00775263	0.00868976	0.00162998	0.00162998
Brudenell, Lyndoch and Raglan Township, 4719	Lower General	0.00569874	0.00199456	0.00569874	0.01107607	0.01034150	0.01034150	0.01034150	0.01034150	0.00199456	0.01609063	0.01609063	0.01609063	0.02007420	0.02007420	0.00677618	0.00759528	0.00142469	0.00142469
Deep River Town, 4796	Lower General	0.00995052	0.00348268	0.00995052	0.01933983	0.01805721	0.01805721	0.01805721	0.01805721	0.00348268	0.02752383	0.02752383	0.02752383	0.03433793	0.03433793	0.01183183	0.01326206	0.00248763	0.00248763
Greater Madawaska Township, 4706	Lower General	0.00402273	0.00140796	0.00402273	0.00781859	0.00730005	0.00730005	0.00730005	0.00730005	0.00140796	0.01147153	0.01147153	0.01147153	0.01431154	0.01431154	0.0047833	0.0053615	0.00100568	0.00100568
Head, Clara & Maria Township, 4798	Lower General	0.00239684	0.00083889	0.00239684	0.00465850	0.00434955	0.00434955	0.00434955	0.00434955	0.00083889	0.00663171	0.00663171	0.00663171	0.00827353	0.00827353	0.00285000	0.00319451	0.00059921	0.00059921
Horton Township, 4746	Lower General	0.00544937	0.00190728	0.00544937	0.0105914	0.00988897	0.00988897	0.00988897	0.00988897	0.00190728	0.01553984	0.01553984	0.01553984	0.01938705	0.01938705	0.00647966	0.00726293	0.00136234	0.00136234
Killaloe, Hagarty & Richards Township, 4731	Lower General	0.00670459	0.00234661	0.00670459	0.01303103	0.01216681	0.01216681	0.01216681	0.01216681	0.00234661	0.01911929	0.01911929	0.01911929	0.02385269	0.02385269	0.00797220	0.00893588	0.00167615	0.00167615
Laurentian Hills Town, 4792	Lower General	0.00742021	0.00259707	0.00742021	0.01442192	0.01346546	0.01346546	0.01346546	0.01346546	0.00259707	0.02116002	0.02116002	0.02116002	0.02639863	0.02639863	0.00882312	0.00988966	0.00185505	0.00185505
Laurentian Valley Township, 4766	Lower General	0.00400744	0.00140260	0.00400744	0.00778886	0.00727231	0.00727231	0.00727231	0.00727231	0.00140260	0.01118234	0.01118234	0.01118234	0.01395077	0.01395077	0.00476511	0.00534112	0.00100186	0.00100186
Madawaska Valley Township, 4726	Lower General	0.0051588	0.00180558	0.0051588	0.01002664	0.00936168	0.00936168	0.00936168	0.00936168	0.00180558	0.01454699	0.01454699	0.01454699	0.01814841	0.01814841	0.00613416	0.00687565	0.00128971	0.00128971
Mcnab/Braeside Township, 4701	Lower General	0.00612359	0.00214326	0.00612359	0.01190181	0.01111248	0.01111248	0.01111248	0.01111248	0.00214326	0.01694653	0.01694653	0.01694653	0.02114200	0.02114200	0.00728135	0.00816152	0.00153090	0.00153090
North Algona Wilberforce Township, 4769	Lower General	0.00656174	0.00229661	0.00656174	0.0127534	0.01190759	0.01190759	0.01190759	0.01190759	0.00229661	0.01829102	0.01829102	0.01829102	0.02281935	0.02281935	0.00780234	0.00874549	0.00164043	0.00164043
Petawawa Town, 4779	Lower General	0.00394567	0.00138099	0.00394567	0.00766881	0.00716021	0.00716021	0.00716021	0.00716021	0.00138099	0.01093389	0.01093389	0.01093389	0.01364080	0.01364080	0.00469166	0.00525878	0.00098642	0.00098642
Renfrew Town, 4748	Lower General	0.00989448	0.00346306	0.00989448	0.01923091	0.01795552	0.01795552	0.01795552	0.01795552	0.00346306	0.02787162	0.02787162	0.02787162	0.03477183	0.03477183	0.01176519	0.01318736	0.00247362	0.00247362
Whitewater Region Township, 4758	Lower General	0.00627602	0.00219661	0.00627602	0.01219807	0.01138909	0.01138909	0.01138909	0.01138909	0.00219661	0.01767503	0.01767503	0.01767503	0.02205085	0.02205085	0.00746260	0.00836468	0.00156901	0.00156901

2020 Taxable and PIL Levy from 2020 Return Roll by Levy Type

	Residential		New Multi-residential	Multi-residential	Commercial					Industrial			Large Industrial		Landfills	Pipelines	Farm	Managed Forests	Total
Municipalities	Occupied	FAD Phase I	Occupied	Occupied	Occupied	Excess Land	Vacant Land	On-Farm Bus.	FAD Phase I	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Occupied	Occupied	Occupied	Occupied	
Admaston/Bromley Township, 4742	1,697,461	0	0	0	46,522	0	0	552	0	13,249	224	0	0	0	32	238,735	242,682	4,523	2,243,981
Arnprior Town, 4702	7,229,518	271	12,544	597,062	1,371,060	10,009	39,500	0	3,635	152,002	2,262	16,025	166,281	1,939	0	28,163	1,928	0	9,632,201
Bonnechere Valley Township, 4738	3,096,892	0	0	45,843	165,828	1,692	2,388	0	0	22,914	1,048	533	0	0	43	0	60,209	10,270	3,407,658
Brudenell, Lyndoch and Raglan Township, 4719	1,258,823	0	0	8,484	71,296	1,395	66	0	0	15,697	857	0	0	0	22	0	26,600	5,186	1,388,427
Deep River Town, 4796	3,744,061	0	0	110,104	1,724,686	8,027	11,448	0	0	15,801	118	0	263,123	0	104	28,142	0	375	5,905,990
Greater Madawaska Township, 4706	3,192,659	0	0	0	105,430	640	1,280	0	0	1,223	0	281	0	0	140	0	6,006	7,091	3,314,750
Head, Clara & Maria Township, 4798	139,594	0	0	0	83,447	0	2,231	0	0	1,224	1,249	0	0	0	0	342,400	0	200	570,345
Horton Township, 4746	2,004,950	0	0	15,442	116,634	321	954	0	0	31,644	1,005	0	0	0	84	221,759	38,653	2,006	2,433,451
Killaloe, Hagarty & Richards Township, 4731	2,369,650	0	0	14,660	113,858	0	2,138	0	0	3,283	0	0	0	0	49	0	15,684	2,610	2,521,931
Laurentian Hills Town, 4792	2,404,807	0	0	7,687	369,933	1,710	8,129	0	0	37,642	2,452	0	0	0	0	644,133	631	4,057	3,481,181
Laurentian Valley Township, 4766	4,074,286	14	0	15,190	797,192	11,247	6,924	664	0	27,155	272	781	122,235	3,770	518	269,641	68,803	2,890	5,401,582
Madawaska Valley Township, 4726	3,685,771	0	0	24,134	326,604	818	6,550	0	0	24,781	436	223	0	0	52	0	5,020	4,600	4,078,988
Mcnab/Braeside Township, 4701	5,414,466	0	0	12,366	133,114	389	244	0	0	39,824	1,003	4,782	0	0	810	259,561	87,078	3,198	5,956,837
North Algona Wilberforce Township, 4769	2,892,829	0	0	0	139,883	386	135	0	0	27,188	148	0	0	0	34	0	51,898	11,100	3,123,601
Petawawa Town, 4779	5,877,871	0	3,815	604,055	2,434,147	12,128	64,320	0	0	26,436	824	436	0	0	0	202,510	1,358	1,637	9,229,538
Renfrew Co, 4700	36,431,185	126	8,795	1,156,936	6,322,255	43,840	126,566	0	1,523	317,895	10,109	19,665	367,649	5,996	1,873	1,841,253	556,224	41,045	47,252,937
Renfrew Town, 4748	5,786,060	0	0	534,396	2,184,528	24,635	53,502	0	0	133,090	2,149	13,055	60,009	1,363	1,271	30,502	1,304	131	8,825,996
Whitewater Region Township, 4758	4,741,481	0	0	28,373	373,380	2,648	5,807	0	0	30,891	2,110	5,926	112,201	2,084	145	153,935	297,522	3,552	5,760,056
Total	96,042,364	411	25,155	3,174,732	16,879,798	119,885	332,185	1,216	5,158	921,939	26,269	61,707	1,091,499	15,152	5,175	4,260,736	1,461,600	104,469	124,529,449
% of Total	77.1%	0.0%	0.0%	2.5%	13.6%	0.1%	0.3%	0.0%	0.0%	0.7%	0.0%	0.0%	0.9%	0.0%	0.0%	3.4%	1.2%	0.1%	100.0%

2020 Taxable and PIL Levy from 2020 Return Roll
Renfrew Co, 4700

		2019	2020				
		Estimated	Estimated				
		Taxation	Taxation	Difference \$	Difference %	Wtd CVA Growth	Net Budget Impact
Admaston/Bromley Township, 4742		2,119,939	2,243,981	124,042	5.85%	1.66%	4.19%
Arnprior Town, 4702		9,237,716	9,632,201	394,485	4.27%	1.50%	2.77%
Bonnechere Valley Township, 4738		3,312,540	3,407,658	95,118	2.87%	1.27%	1.60%
Brudenell Lyndoch Raglan Township, 4719		1,345,656	1,388,427	42,771	3.18%	1.15%	2.03%
Deep River Town, 4796		5,597,654	5,905,990	308,336	5.51%	-0.68%	6.19%
Greater Madawaska Township, 4706		3,216,189	3,314,750	98,561	3.06%	0.96%	2.10%
Head Clara Maria Township, 4798		553,591	570,345	16,754	3.03%	-0.02%	3.05%
Horton Township, 4746		2,363,605	2,433,451	69,846	2.96%	0.94%	2.02%
Killaloe, Hagarty & Richards Township, 4731		2,430,771	2,521,931	91,160	3.75%	0.57%	3.18%
Laurentian Hills Town, 4792		3,364,784	3,481,181	116,397	3.46%	0.67%	2.79%
Laurentian Valley Township, 4766		5,148,329	5,401,582	253,253	4.92%	0.47%	4.45%
Madawaska Valley Township, 4726		3,965,539	4,078,988	113,449	2.86%	0.57%	2.29%
Mcnab/Braeside Township, 4701		5,538,487	5,956,837	418,350	7.55%	1.22%	6.33%
North Algona Wilberforce Township, 4769		2,948,224	3,123,601	175,377	5.95%	1.20%	4.75%
Petawawa Town, 4779		8,578,011	9,229,538	651,527	7.60%	1.52%	6.08%
Renfrew Co, 4700		45,655,917	47,252,937	1,597,020	3.50%	0.95%	2.55%
Renfrew Town, 4748		8,566,648	8,825,996	259,348	3.03%	0.54%	2.49%
Whitewater Region Township, 4758		5,562,786	5,760,056	197,270	3.55%	1.01%	2.54%
Totals		119,506,386	124,529,449	5,023,063	4.20%	0.95%	3.25%

		2019	2020				
		Estimated	Estimated				
		Taxation	Taxation	Difference \$	Difference %	Wtd CVA Growth	Net Budget Impact
Mcnab/Braeside Township, 4701		5,538,487	5,956,837	418,350	7.55%	1.22%	6.33%
Deep River Town, 4796		5,597,654	5,905,990	308,336	5.51%	-0.68%	6.19%
Petawawa Town, 4779		8,578,011	9,229,538	651,527	7.60%	1.52%	6.08%
North Algona Wilberforce Township, 4769		2,948,224	3,123,601	175,377	5.95%	1.20%	4.75%
Laurentian Valley Township, 4766		5,148,329	5,401,582	253,253	4.92%	0.47%	4.45%
Admaston/Bromley Township, 4742		2,119,939	2,243,981	124,042	5.85%	1.66%	4.19%
Killaloe, Hagarty & Richards Township, 4731		2,430,771	2,521,931	91,160	3.75%	0.57%	3.18%
Head Clara Maria Township, 4798		553,591	570,345	16,754	3.03%	-0.02%	3.05%
Laurentian Hills Town, 4792		3,364,784	3,481,181	116,397	3.46%	0.67%	2.79%
Arnprior Town, 4702		9,237,716	9,632,201	394,485	4.27%	1.50%	2.77%
Renfrew Co, 4700		45,655,917	47,252,937	1,597,020	3.50%	0.95%	2.55%
Whitewater Region Township, 4758		5,562,786	5,760,056	197,270	3.55%	1.01%	2.54%
Renfrew Town, 4748		8,566,648	8,825,996	259,348	3.03%	0.54%	2.49%
Madawaska Valley Township, 4726		3,965,539	4,078,988	113,449	2.86%	0.57%	2.29%
Greater Madawaska Township, 4706		3,216,189	3,314,750	98,561	3.06%	0.96%	2.10%
Brudenell Lyndoch Raglan Township, 4719		1,345,656	1,388,427	42,771	3.18%	1.15%	2.03%
Horton Township, 4746		2,363,605	2,433,451	69,846	2.96%	0.94%	2.02%
Bonnechere Valley Township, 4738		3,312,540	3,407,658	95,118	2.87%	1.27%	1.60%
Totals		119,506,386	124,529,449	5,023,063	4.20%	0.95%	3.25%

Tax Tools, 2020 Tax Impact Summary

Renfrew Co, 4700

Using Actual rates on August 18, 2020 11:31AM EST.

	2019 Total Year End Taxation				2020 Estimated Total Taxation (\$)				Difference Between 2019 and 2020 Taxation							
Class	Upper Tier	Lower Tier	Education	Total 2019	Upper Tier	Lower Tier	Education	Total 2020	Upper Tier		Lower Tier		Education		Total Change	
									\$	%	\$	%	\$	%	\$	%
Taxable																
Residential	34,891,621	57,365,288	15,438,042	107,694,951	35,770,472	59,395,597	14,953,235	110,119,305	878,852	2.52%	2,030,309	3.54%	-484,806	-3.14%	2,424,354	2.25%
Res FAD I	122	272	54	449	126	285	53	464	4	3.34%	12	4.56%	-1	-2.39%	15	3.39%
New Multi-residential	8,698	15,939	3,848	28,485	8,795	16,360	3,677	28,831	97	1.12%	420	2.64%	-172	-4.46%	346	1.21%
Multi-residential	712,706	1,525,539	162,246	2,400,490	724,589	1,569,482	155,846	2,449,917	11,883	1.67%	43,944	2.88%	-6,400	-3.94%	49,427	2.06%
Com. Occupied	3,434,680	6,295,585	6,455,596	16,185,862	3,484,019	6,462,212	6,291,619	16,237,849	49,338	1.44%	166,626	2.65%	-163,978	-2.54%	51,987	0.32%
Com. Exc. Land	42,330	73,986	80,458	196,774	43,455	77,256	79,428	200,139	1,126	2.66%	3,269	4.42%	-1,030	-1.28%	3,365	1.71%
Com. Vac. Land	114,920	189,831	224,505	529,256	121,006	201,184	227,735	549,925	6,086	5.30%	11,353	5.98%	3,230	1.44%	20,669	3.91%
Com. On-Farm Bus.	919	1,191	358	2,467	0	1,216	343	1,559	-919	-100.00%	25	2.14%	-16	-4.38%	-909	-36.83%
Com. FAD I	1,503	3,552	665	5,719	1,523	3,635	637	5,795	20	1.35%	84	2.35%	-28	-4.24%	76	1.32%
Ind. Occupied	306,052	579,180	375,514	1,260,746	316,107	602,994	374,767	1,293,867	10,054	3.29%	23,814	4.11%	-748	-0.20%	33,121	2.63%
Ind. Exc. Land	7,872	14,218	9,476	31,567	8,168	14,911	9,475	32,555	296	3.76%	693	4.87%	-1	-0.01%	988	3.13%
Ind. Vac. Land	17,654	36,593	22,119	76,366	18,145	38,371	22,004	78,519	491	2.78%	1,778	4.86%	-116	-0.52%	2,153	2.82%
Large Ind. Occ.	251,732	431,532	252,818	936,082	269,108	460,727	261,581	991,417	17,376	6.90%	29,195	6.77%	8,764	3.47%	55,335	5.91%
Large Ind. Exc.	5,676	8,298	5,701	19,675	5,996	9,156	5,829	20,981	320	5.64%	857	10.33%	128	2.25%	1,306	6.64%
Landfills	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Pipelines	1,785,906	2,334,036	3,792,928	7,912,869	1,841,253	2,419,483	3,699,069	7,959,805	55,347	3.10%	85,447	3.66%	-93,859	-2.47%	46,936	0.59%
Farm	493,060	803,388	218,157	1,514,605	556,224	905,718	232,520	1,694,462	63,164	12.81%	102,330	12.74%	14,364	6.58%	179,857	11.87%
Managed Forests	36,102	55,806	15,974	107,882	41,045	63,427	17,158	121,631	4,943	13.69%	7,621	13.66%	1,185	7.42%	13,749	12.74%
Com Total Taxable	3,594,351	6,564,145	6,761,582	16,920,078	3,650,003	6,745,503	6,599,761	16,995,267	55,652	1.55%	181,358	2.76%	-161,821	-2.39%	75,189	0.44%
Ind Total Taxable	588,986	1,069,822	665,628	2,324,436	617,524	1,126,159	673,656	2,417,339	28,538	4.85%	56,337	5.27%	8,028	1.21%	92,903	4.00%
Total Taxable	42,111,552	69,734,235	27,058,458	138,904,245	43,210,033	72,242,014	26,334,975	141,787,021	1,098,480	2.61%	2,507,779	3.60%	-723,483	-2.67%	2,882,777	2.08%
Payment in Lieu																
Residential	645,721	706,934	246,696	1,599,351	660,713	747,377	237,030	1,645,119	14,992	2.32%	40,442	5.72%	-9,666	-3.92%	45,768	2.86%
Res FAD I	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
New Multi-residential	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Multi-residential	415,997	431,395	94,701	942,093	432,347	466,092	92,990	991,429	16,350	3.93%	34,696	8.04%	-1,711	-1.81%	49,335	5.24%
Com. Occupied	2,806,867	4,146,409	5,025,457	11,978,734	2,838,237	4,324,164	4,883,192	12,045,592	31,369	1.12%	177,755	4.29%	-142,265	-2.83%	66,859	0.56%
Com. Exc. Land	359	677	464	1,500	385	728	488	1,600	26	7.10%	51	7.52%	23	4.97%	100	6.63%
Com. Vac. Land	5,492	7,821	10,226	23,539	5,561	7,971	9,973	23,504	68	1.25%	150	1.92%	-254	-2.48%	-35	-0.15%
Com. FAD I	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Ind. Occupied	1,786	1,192	2,238	5,216	1,788	1,151	2,169	5,108	2	0.12%	-41	-3.46%	-69	-3.10%	-109	-2.08%
Ind. Exc. Land	1,939	1,294	2,429	5,661	1,941	1,249	2,354	5,543	2	0.12%	-45	-3.46%	-75	-3.10%	-118	-2.08%
Ind. Vac. Land	1,460	3,539	1,613	6,612	1,520	3,726	1,625	6,872	60	4.12%	187	5.28%	13	0.78%	260	3.93%
Large Ind. Occ.	98,425	258,223	98,850	455,497	98,541	263,123	95,784	457,448	116	0.12%	4,901	1.90%	-3,065	-3.10%	1,951	0.43%
Large Ind. Exc.	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Landfills	1,824	3,134	3,863	8,821	1,873	3,303	4,217	9,392	49	2.67%	168	5.37%	354	9.18%	571	6.48%
Pipelines	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Farm	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Managed Forests	0	0	0	0	0	0	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Com Total PIL	2,812,718	4,154,907	5,036,148	12,003,774	2,844,182	4,332,863	4,893,652	12,070,696	31,463	1.12%	177,955	4.28%	-142,496	-2.83%	66,923	0.56%
Ind Total PIL	103,610	264,247	105,129	472,987	103,790	269,249	101,932	474,971	180	0.17%	5,002	1.89%	-3,197	-3.04%	1,984	0.42%
Total PIL	3,979,871	5,560,618	5,486,536	15,027,025	4,042,904	5,818,882	5,329,820	15,191,607	63,034	1.58%	258,264	4.64%	-156,716	-2.86%	164,582	1.10%
Com Grand Total	6,407,070	10,719,052	11,797,730	28,923,852	6,494,185	11,078,365	11,493,413	29,065,964	87,115	1.36%	359,313	3.35%	-304,317	-2.58%	142,112	0.49%
Ind Grand Total	692,597	1,334,069	770,757	2,797,422	721,315	1,395,407	775,588	2,892,310	28,718	4.15%	61,339	4.60%	4,831	0.63%	94,887	3.39%
Grand Total	46,091,423	75,294,853	32,544,994	153,931,270	47,252,937	78,060,896	31,664,795	156,978,628	1,161,514	2.52%	2,766,043	3.67%	-880,199	-2.70%	3,047,359	1.98%



INTRODUCTION TO ICON MODERNIZATION

CRIMINAL JUSTICE DIGITAL DESIGN BRANCH
MODERNIZATION DIVISION

Agenda

+ goals

Agenda

- Background on ICON modernization
- Initial engagement and project plan
- Next steps

Goals

- Build understanding of product fundamentals
- Share initial design and requirements gathering approach
- Get endorsement on initial engagement plan
- Clear understanding of next steps



what is criminal justice digital design

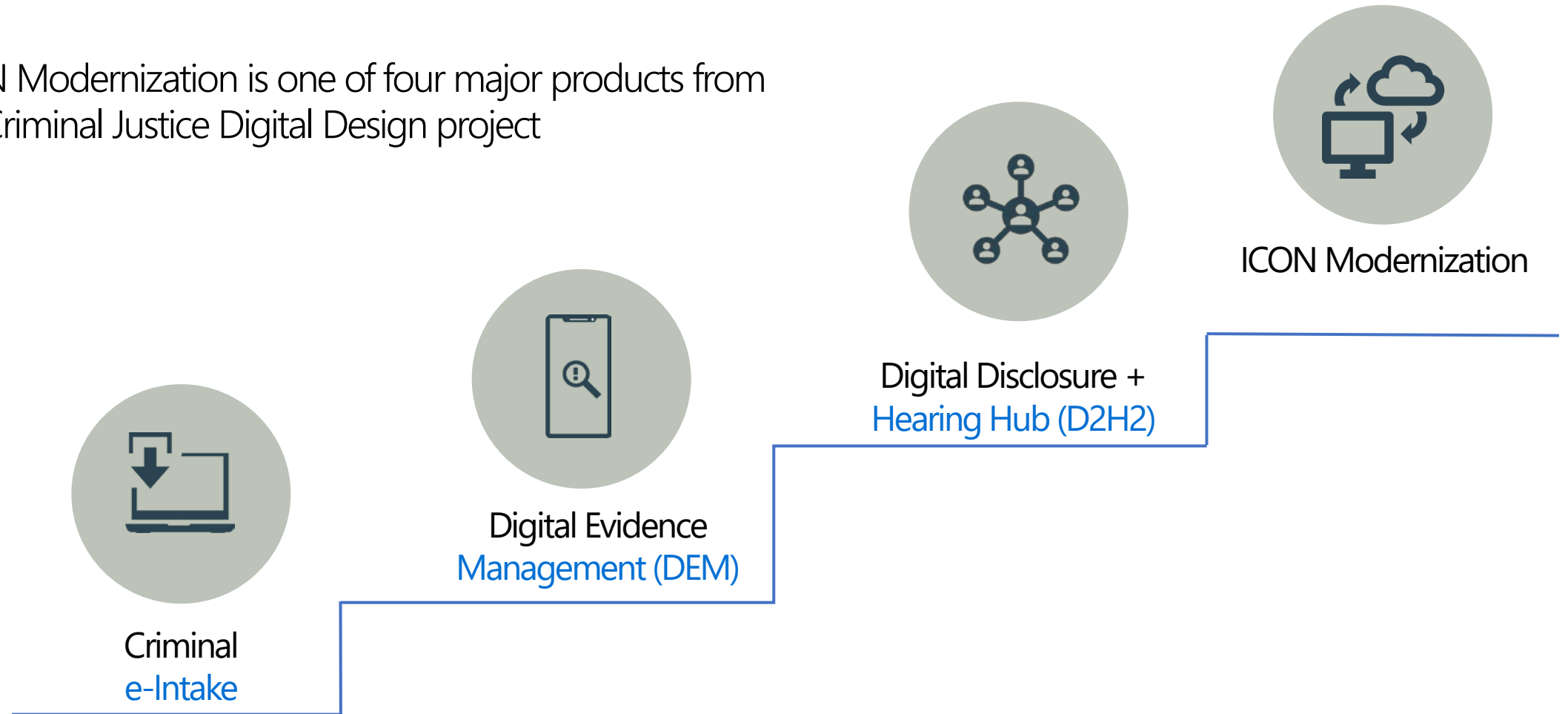
Criminal Justice Digital Design (CJDD) is a transformative roadmap for the criminal justice sector that will deliver digitization of the complete Criminal case work flow and consists of incremental and iterative projects to:

- Connect justice sector systems
- Break down silos
- Enable the sharing of information in an organized, efficient and secure manner
 - on-time / anytime access to information enabling enforcement, prosecution and corrections staff to make informed, risk-based decisions
 - addressing challenges affecting the current criminal justice system:
 - police deliver and swear to Information and obtain warrants in person, which often entails lengthy wait times
 - inefficient reliance on paper documents and physical media, all requiring storage
 - inefficient disclosure process to defence causing delays
 - out-dated criminal case management system



product streams

- ICON Modernization is one of four major products from the Criminal Justice Digital Design project



what is ICON modernization



ICON Modernization is a new solution to replace the aging criminal case management system (Integrated Court Offences Network) with modern technology to manage the entire flow of criminal cases through Ontario's courts.

This solution will:

- Enable the courts, court staff and other partners to better manage the flow of criminal matters through Ontario's criminal courts.
- Facilitate secure exchange of data and documents between partners to enable system interoperability across the justice sector.

challenges of the current system

- Outdated, costly to maintain
- Limited ability to evolve with business needs
- Not connected to police or prosecution systems
- Requires manual and paper-based support
- Limits integration between Justice applications

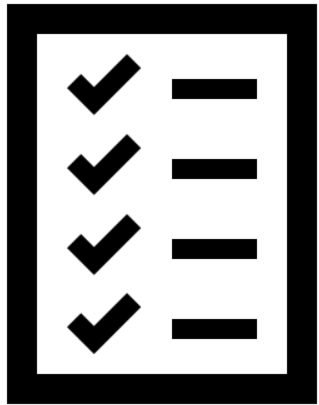
benefits of ICON modernization

modern connected solution	eliminate paper/duplication of effort	public safety impact
<ul style="list-style-type: none"> • Legacy solution will be replaced and connected to key stakeholder solutions • Would address audit requirements • Ensures long-term sustainability of the criminal court system • Ability to evolve the new system more dynamically, to keep pace with changes to the business • More easily integrated to other systems • Easier to maintain 	<ul style="list-style-type: none"> • Criminal case is created automatically from Criminal e-intake • Potential to automate transmission of judicial order(s) to OTIS (in case of sentencing to Jail) instead of paper • User-based design will ensure cumbersome ICON processes are streamlined for staff efficiency in a new case management solution • Duplicative functions will be removed to ensure lean technology, lean processes, reduced administration for staff 	<ul style="list-style-type: none"> • Once modernization is complete, ability to send information (i.e. disposition) back to police services to act on them as required • Potential adjournments, Jordan risk, etc. greatly reduced through access to on-demand information <u>and</u> digital documentation • Similar information can easily be sent to other partners (e.g. Victim/Witness Assistance Programs to help ensure safety)



Discovery Phase

prototype design principles



Leverage available Microsoft Dynamics product as the case management platform

Connect the modernized case management platform with other solutions (i.e., Criminal e-Intake) to avoid duplication of workflows/data/functions and to reduce electronic footprint

Engage in a user-centered approach that ensures that business needs are balanced with user needs

Configure initial application prototype based on ICON to accelerate the development process

Incorporate former ICON users as part of the CJDD development team

Review, refine and evolve application prototype for modernized case management solution

Adopt an incremental approach to implementation that considers the organizations' business needs, processes and culture



Discovery Phase considerations

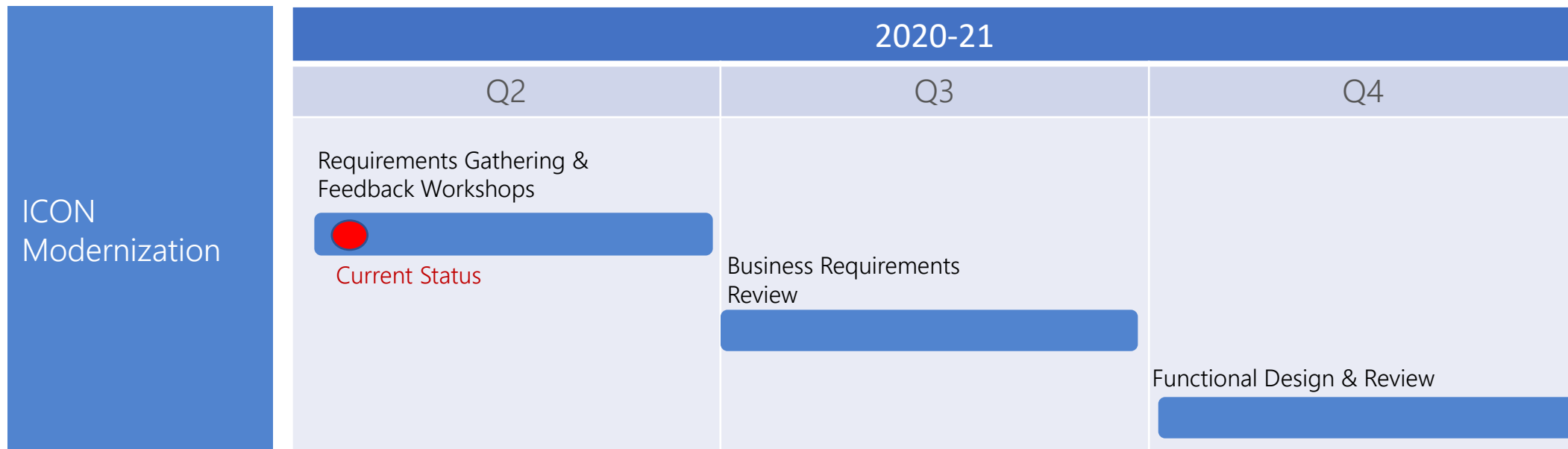
- ICON modernization strategy will **utilize in-house IT expertise** to build new application on a modern platform that is configured for user needs.
- **User research and usability testing is critical** to ensuring the success of the solution – a prototype has been developed for the Discovery Phase to provide users with a “hands-on” environment to review the functionality and provide feedback
 - The prototype was configured using core **functionality of ICON as a baseline** on the premise that the functionality of ICON meets most business needs, but is outdated with limited opportunities for improvement
 - This approach is called Evolutionary Prototyping - a software development method where the development team **constructs a prototype, seeks feedback from the users, and produces subsequent prototypes** with additional functionality or improvements until the final product emerges
 - The current prototype was developed leveraging **knowledge from former ICON users** (currently part of the CJDD development team)
- Timing is key – **strategies above will enable more efficient implementation** of the ICON modernization strategy by avoiding lengthy procurements or having to develop a new system “from scratch”



ICON Modernization

timelines

- The current stage - requirements gathering and feedback workshops - will guide the initial business requirements and functional design for the new case management system.
- Further review of the functional areas of the system by a more broad array of users will be planned in Q4 2020-21.
- Piloting of the new case management system is anticipated to begin in Q1 2022-23.



Discovery Phase

we need your help - engaging the users

Over the coming months, CJDD would like to host a series of small workshops for selected users to review and refine requirements for the evolving the prototype

- Workshops will inform the development of the new case management solution and ensure that it is designed around user needs
- Workshops will be led by CJDD and provide users the opportunity to view the software, review the business rules, use their expertise to guide functions not yet captured, and highlight areas of concern
- Users workshops will require a small sampling (3-4 individuals per role) of active ICON users from Court Services Division (CSD) and Provincial Offences Act (POA) operations
- Dates for workshops are provided (for CSD and POA, separately). Workshops will be held virtually from 9-11am and 1-3pm on these dates
- Note that most functional areas will require multiple workshops. Additional workshops may also be required if all functionalities are not covered in the intended timeframe
- For continuity between workshops, we recommend that the same group of users attend all workshops for their role
- CJDD can modify workshop dates / times to accommodate court operations, as required



Discovery Phase

requirements gathering & feedback workshops

- Workshops will begin with a kick-off session for all users, followed by smaller sessions focused on user role
- All users to be consulted through workshops should attend the kick-off session
- ICON Modernization – Consultation Kick-off (targeted):

CSD – Friday, August 13

POA – Thursday, August 27



Discovery Phase

areas for review & workshop schedule

Category	Functional Area	Description (+ Number of Workshops)	User Role	Consultation Date(s)*	
				CSD	POA
Case Management	Basic Security & User Set-up	Types of courts to be setup in the system; access to court cases based on case type; scope of access to case data (1 workshop)	<ul style="list-style-type: none"> Supervisor of Court Operations 	August 17	Sept 1
	Information Management, Count Management & related screens	Creating a new Criminal-Adult or Criminal-Youth Information, creating a new POA-Adult or POA-Youth Offence Notice; adding counts to the Information /Offence Notice; creating an Accused and his or her case; assigning counts to the Accused and creating the first appearance (3 workshops)	<ul style="list-style-type: none"> Client Services Representative 	August 17-18	Sept 1-2
	Case Management & Related Screens	Case search, adding documents to a case, initiating and completing a case transfer (3 workshops)	<ul style="list-style-type: none"> Client Services Representative 	August 19-20	Sept 2-3
	Scheduling / Docket Set-up Screens	Setting up new docket profiles; setting up dockets/court sessions; appearance search and viewing the courtroom calendar (2 workshops)	<ul style="list-style-type: none"> Trial Coordinator/ Trial Schedulers Client Services Representative 	August 24	Sept 8
	Appearance Management & Screens	Creating appearances; updating appearances with court appearance outcomes, traversal, etc. (3 workshops)	<ul style="list-style-type: none"> Courtroom Clerk Client Services Representative 	August 25-26	Sept 9-10
	Orders, Decisions & Sentencing	Creating sentences; creating orders (interim and sentence); generating orders (2 workshops)	<ul style="list-style-type: none"> Courtroom Clerk Client Services Representative 	August 26-27	Sept 10,14
	Post-Sentencing Activities	Youth reviews, appeals and other applications (2 workshops)	<ul style="list-style-type: none"> Courtroom Clerk Client Services Representative 	August 31	Sept 14-15



Discovery Phase

functional areas for review & consultation schedule

Category	Functional Area	Description (+ Number of Workshops)	User Role	Consultation Date(s)*	
				CSD	POA
Financial Administration	Bail & Restitution	Recording restitution orders and recipients, recording interim release orders and assignments of bail (2 workshops)	<ul style="list-style-type: none"> Cashier Bookkeeper 	Sept 16	Sept 23
	Trust Accounts & Disbursements	Assigning a specific general ledger account to a case; disbursing monies held in trust to appropriate parties (2 workshops)	<ul style="list-style-type: none"> Cashier Bookkeeper CSD Corporate (Financial Unit) 	Sept 17	Sept 24
	Fine Payments	Making a payment (full or partial) for fines owing for an Accused or for a specific case/count; disbursing revenue to the appropriate general ledger account in the order described by legislation (2 workshops)	<ul style="list-style-type: none"> Cashier Bookkeeper 	Sept 21	Sept 28
	Enforcements & Extensions	Suspending licences, plate denials and collection agencies for fines in default; collection agency fees for POA; granting extensions for fines in default or close to default; removing previous enforcement methods (e.g. lift licence suspension) (2 workshops)	<ul style="list-style-type: none"> Cashier Client Services Representative Enforcement Officer 	Sept 22	Sept 29



Discovery Phase

initial consultations

Who do we need for initial consultations on ICON modernization to ensure success?

Individuals who:

- ✓ Have significant experience in their role and working with ICON
- ✓ Think strategically – won't get caught up in one-off or unique scenarios
- ✓ Embrace ambiguity - ICON modernization is a work-in-progress
- ✓ Keep in mind progress over perfection – the new case management system will be agile and support continuous improvement
- ✓ Embrace change – can see that we are not simply re-building ICON on new software
- ✓ Are process-oriented – understand realistic opportunities to streamline processes
- ✓ Will act as change champions for the new product



- Proposed workshop schedule
- Feasibility of identifying user names by Friday, August 7 (CSD) and Friday, August 21 (POA)
- Engagement with the Ontario Court of Justice
- Prototype demonstration for DCO's
- Questions?

- Identification of 3-4 users for each user role from both CSD and POA operations to attend consultation workshops
- Individuals, roles, and contact information for selected users can be provided to CJDD ICON modernization contacts (see last slide)
- Keeping you in the loop...
 - We will report back directly to users consulted on how their input is being used

ICON Modernization

contacts

Anne-Marie Long | Senior Product Manager
Criminal Justice Digital Design Branch
Modernization Division
Ministry of the Solicitor General
anne-marie.long@ontario.ca | 437-288-7368



Andria De Cesare | Senior Business Analyst
Criminal Justice Digital Design Branch
Modernization Division
Ministry of the Solicitor General
andria.decesare@ontario.ca | 416-917-0512





Ontario lagging in court technology

Osgoode's
Part-Time Professional
LLM in Business Law



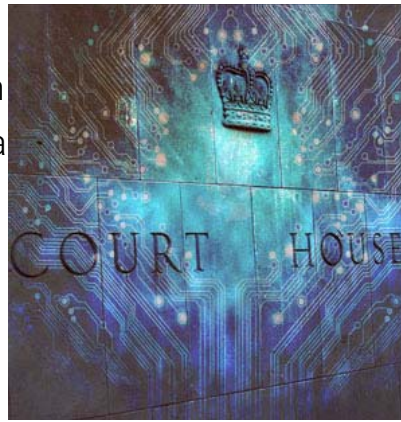
BY Glenn Kauth / 31 Dec 2012
/ [Share](#)

Provincial plans for a comprehensive electronic system for Ontario's courts are once again up in the air as the government takes another stab at reviewing "all our information technology needs and priorities."

User training for the Court Information Management System — that one document claims will "fundamentally alter internal and



public access to the courts” —was to begin in spring 2012 under a phased implementation plan.



But according to Ministry of the Attorney General spokesman Jason Gennaro, it hasn't yet happened as the government once again looks to determine an implementation date.

“As with all projects, it is necessary to periodically review the status to ensure we are meeting our goals,” he said.

“We’ve engaged external specialists to review the progress made on CIMS to date and provide us with advice about where we should go from here. As part of our commitment to modernize court operations, we are reviewing all our information technology needs and priorities.”

The development is only the latest in a long series of struggles at the ministry to get a comprehensive court technology system off the ground that would allow for enhancements such as electronic document filing. As *Law Times* reported earlier this month, Ontario Auditor General Jim McCarter’s annual report

noted the government is also reviewing the Crown Management Information System that allows for tracking of criminal prosecutions. The government hinted it might scrap that system as costs exceed the original budget.

In the meantime, the government has been spending lots of money on its various technology efforts. According to ministry spokesman Brendan Crawley, spending over the last six years on the existing systems that mainly provide case-tracking and scheduling functions — ICON, FRANK, and Estates — was \$13.8 million. Spending so far on CIMS is \$9.9 million, which according to Gennaro is the amount the government budgeted.

But while the spending continues, numerous documents show the ministry's repeated difficulties in getting a comprehensive system that allows electronic document filing and retrieval off the ground.

Auditor general's reports from the last decade, for example, have made repeated references to the issue:

- In 2010, a followup section in the auditor general's report containing a previous examination of technology services noted the ministry's vow to have a first version of CIMS, a system aimed at integrating existing programs



with enhanced functionality, ready by spring 2012. According to the report, the government had determined that “no one vendor offered a court information management system that could replace its existing legacy systems and that the costs and risks of migrating to a new system using several vendors would be high.”

- The 2010 report followed an examination in 2008 that noted the ministry had obtained cabinet approval four years earlier for “essential upgrades” to ICON and FRANK in order to position them for future integration into a planned single case-management system. At the time, the target date for a single case-management system was 2009-10. The report also stated British Columbia had successfully implemented a single system in 2001 at a cost of \$15 million. In response to a recommendation to expedite its efforts, the ministry vowed to continue working on the issue.

- In 2005, another followup from an earlier recommendation to upgrade court technology pointed to “limited progress” on the issue. In fact, the auditor general said the ministry had discontinued electronic form filing efforts inherited from the Integrated Justice Project, an earlier system cancelled in 2002.

- The 2005 comments followed a 2003

auditor general's report that noted ICON had been outdated for several years. According to the 2003 report, the government cancelled the much-ballyhooed Integrated Justice Project in 2002 due to "cost increases and delays." The report also reiterated the need for "timely implementation of new technologies." In response, the ministry said it was working on FRANK, a program that provides case tracking but doesn't provide access to court documents themselves.

- In 2001, the auditor general reviewed the Integrated Justice Project, an effort launched by the ministries of the attorney general and solicitor general in 1996. The report concluded the project had experienced significant cost increases and delays and called for greater financial and internal controls over it.
- Besides the auditor general's reports, documents on the various court technology programs tried by the government over the years and obtained by Law Times through a freedom of information request indicate some of the long-standing struggles with the software. A 2001 threat assessment for the ICON program, for example, noted ICON had no intrusion-detection or anti-virus software installed on it. "This creates the possibility that, should an unauthorized access of the ICON system occur, it may go undetected for 24



hours,” the threat assessment stated.

In addition, the threat assessment pointed to problems related to high attrition and increased workloads and the need for user-education sessions for employees. It also called for the implementation of a security policy.

“Current staffing is at a minimum level,” the report stated. “The training of a new staff member or the further training of a current staff member is difficult to effect because the absence of any one staff member to be trained places a greater workload on the remaining staff members. This understaffed condition lowers morale and increases the workload per staff member, which may contribute to the risk of errors and/or omissions.”

Interestingly, while the 2001 report highlighted some of the security issues with ICON, later reports on FRANK were much more favourable.

“The implementation of FRANK does not raise serious privacy concerns,” stated a 2003 privacy impact assessment. A 2004 assessment of the second version of FRANK, an upgrade of the original software to an Oracle database from a Microsoft Access client server once planned for 2006, said much the same thing.



Asked why the government has had so much difficulty getting a more comprehensive system off the ground over the years, Gennaro pointed to the complexity of the task.

“Ontario is one of the largest court jurisdictions in North America with extensive criminal, family, civil, small claims, and provincial offences operations,” he said. “In such a complex environment, modernizing the support systems is a large undertaking.”

For former Ontario attorney general Charles Harnick, the time has come to see real progress.

“I think it goes without saying that it’s long overdue,” said Harnick, who was AG in the late 1990s when the Integrated Justice Project was launched and now works as a mediator and arbitrator in Toronto.

Harnick said while the Integrated Justice Project had some success on the corrections side of the bureaucracy, it had more difficulty at the Ministry of the Attorney General.

“The Integrated Justice Project ended without the case-management system that everyone really wanted,” he says, citing disagreements that led to the project’s cancellation after he left politics in 1999.



Harnick doesn't fault anyone for those problems and echoes Gennaro's comments about the difficulty in integrating a system as complex as Ontario's.

"There are so many other day-to-day things that people are worried about," he said, noting the need for a "champion" within the government to move the issue forward.

In particular, Harnick highlighted the challenge of justifying the cost of new systems given the need to prove immediate benefits to the public. In addition, he said when the Integrated Justice Project began, there were few systems from other jurisdictions that could serve as models Ontario could adapt.

"We were very early in the process. There weren't a lot of governments to look at who were developing technology on that scale. Today, I suspect that's different."

For its part, the ministry denies it has dropped the ball on technology.

"We have made real progress on modernizing court services in Ontario," said Gennaro.

"For example, digital court recording has been implemented in almost 1,000 courtrooms and



hearing rooms across the province and is a great success. In recent years, five case-tracking applications have been decommissioned and replaced with the provincial FRANK system. The justice video network is enhancing access to justice by providing video conferencing services in the courtroom for witnesses, interpreters, and the accused from almost anywhere in the world.

“Two years ago, the ministry launched the Ontario court forms assistant, an online tool that helps people fill out 13 of the most commonly used family and Small Claims Court forms quickly and easily.”

But for Harnick, while the challenges in overhauling the system are significant, the lack of progress is evident.

“We’re 15 years out and we’re really no further ahead,” he said.

Free newsletter

Our newsletter is FREE and keeps you up to date on all the developments in the Ontario legal community. Please enter your email address below to subscribe.

SIGN UP



Follow up Report to Council on the Continuity of
Operations and Services in Response to COVID-19

Prepared for County Council

September 30, 2020

Introduction:

On May 27th, 2020, staff provided County Council with the Interim Report to Council on the Continuity of Operations and Services in response to the COVID-19 pandemic. The report and recommendations approved on May 27, 2020 were intended to bring us to September of 2020 at which time a review was to be brought back to Committee and County Council.

The following items were identified in the Interim Report to Council on the Continuity of Operations and Services and continue to hold true:

- Working remotely and virtual Council meetings have been adopted, and have proven successful
- The livestreaming of Council meetings has lead to greater level of public participation.
- Reopening of the workplace will be a balance between the risks of COVID-19, and the opportunity as leaders within our community to role model best practices 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.
- While we are responding to the challenges associated with COVID-19, the County of Renfrew has implemented 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.
- The reconstruction of the County Administration Building also limits the number of staff that can safely return to work.
- It is not clear if the Council Chambers can accommodate the safe return of Council and staff and allow them to social distance.

It is in the context of these challenges that the Senior Leadership Team is providing Council with this follow up report.

Governance:

On April 27, 2020 the Government Released “A Framework for Reopening our Province. A Framework for Reopening our Province” lays out the government’s approach to the next chapter in the ongoing fight to defeat COVID-19. It outlines the principles the government will use to reopening businesses, services and public spaces in gradual stages.

As part of the Governments strategy of reopening, the Province 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 permits 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 changed to virtual meetings. To date, all meetings of Council from March to this date have been successfully held electronically. Anecdotally, we have received positive feedback from members of the community regarding the enhanced accessibility of many who would not be able to attend Council in person have now been able to view the proceedings as they are live-streamed.

On July 8th, the Province introduced Bill 197 in preparation for the termination of the Province of Ontario's Emergency Declaration. Bill 197, provided the legal mechanism for municipalities to continue electronic meetings outside of a declared emergency. The tools provided to municipalities under Bill 197 allow municipalities to effectively govern and conduct business while ensuring that our schools and businesses can continue to open. Provisions relating to amendments to the procedural by-law to allow for the continuation of electronic meetings are found in item 6 of the Finance and Administration Report.

The Senior Leadership Team is proposing that given the uncertainty associated with COVID-19 and anticipated second wave, the compounded challenges with the impending flu season and the implementation of the Service Delivery Improvement Project that Committee and Council meetings continue to be held electronically until the matter is reviewed in November of 2020. It is our hope that COVID-19 remains at bay in Renfrew County and staff will be able to plan for a face-to-face Inaugural meeting scheduled for December 15, 2020.

RECOMMENDATIONS:

1. THAT County Council and Committees of County Council for the months of September, October and November be held electronically.
2. That staff continue to live stream committee and Council meetings.

3. That staff investigate upgrades to Council Chambers that would allow for participation of elected officials electronically and by being physically present in Council Chambers.
4. THAT staff bring a further analysis of the COVID 19 pandemic and review the potential for the resumption of face-to-face council meetings at the November 2020 meeting of the Finance and Administration Committee and County Council.

Finance and Administration Departments

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. The reception area outside the Warden's office is now under renovation and reception has been temporary moved to the corner boardroom in the Finance area. 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 continue to note the 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. All IT staff are now working on site at the County Administration Building during regular business hours. IT 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 remotely. 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 remotely 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 has further expanded its operations on July 6, 2020, as it resumes hearing additional family law matters and criminal trials and preliminary inquiries. No trials or preliminary inquiries will be conducted until September 11, 2020 at the earliest for any 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 released the 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. The Municipal Court Managers Association released a draft framework for re-opening Provincial Offences Court Services. All matters originally scheduled for Monday, March 16, 2020 through to, and including Friday, September 11, 2020 are 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.

On July 8, 2020 an introduction of Bill 197 to amend the Provincial Offences Act to expand the availability of remote proceedings in Provincial Offences Courts was introduced in the Ontario Legislature as Schedule 18 under Bill 197, The COVID-19 Economic Recovery Act, 2020. Bill 197 received Royal Assent on July 21, 2020 and the following changes are now in effect:

- Allowing defendants to request a trial, in early resolution courts and in first attendance municipalities that administer parking, by mail or other electronic method permitted by the court house;
- Allowing defendants and prosecutors to conduct early resolution discussion remotely in all cases;
- Allowing any participant, including a clerk of the court, witness, judge, or Justice of the Peace, to attend any proceeding remotely by audio or video, unless the presiding judicial official orders otherwise;
- Allowing the judiciary to order in-person attendance where the interests of justice or a fair trial require it;
- Permit provincial offences officers to seek search warrants remotely in all cases; and
- Allowing defendants to provide credible and trustworthy information upon applying for a re-opening without the need to attend court to have an affidavit commissioned.

These amendments will enable municipalities, in consultation with the judiciary, to make greater use of technology to deliver justice services remotely.

The POA staff have been busy rescheduling informal Early Resolution matters by telephone with the municipal prosecutor to begin the negotiation process. When the resumption of courts by electronic method begins, matters are ready to proceed with guilty pleas. This will allow the presiding Justice of the Peace to clear the backlog quickly and allow more time to deal with the more serious matters.

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 Corporate Communications Strategy approved on May 27, 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.

Human Resources Department

The Human Resources Department continues to develop Standard Operating Procedures (SOP) in order to provide guidance to staff to ensure a safe and healthy working environment.

The Corporate SOP's that have been issued are:

1. HR-38E: COVID-19 New Workplace Normal Statement
2. HR- 39E: Restricting County Facility Access
3. HR-40E: Masks (Non-Medical) for County of Renfrew Personnel and Visitors

The SOP Working Group, comprised of Bruce Beakley, Director of Human Resources, Craig Kelley, Director of Development & Property, Beverly Zadow, Employee Health Coordinator, Taylor Hanrath, Infrastructure Coordinator and Andy Brown, Advanced Care Paramedic, are working on the following SOP's :

1. Updating HR-38E and HR-39E
2. HR-41E: Physical Distancing
3. HR-42E: COVID-19 Hazard Assessment
4. HR-43E: Pandemic Business Travel Safety
5. HR-44E: Medical Screening

For the past several months, HR staff have been working in the office, and taking all precautions by wearing masks and continuing social distancing. Should a staff member wish to work remotely, prior approval by Mr. Beakley is required.

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.

Social Services Department

The Social Services offices closed to the public when the County of Renfrew declared a state of emergency on March 16, 2020 due to COVID-19. Since then, offices have opened when and where it is needed by invitation or appointment. Staff have been working in-office and remotely, delivering a wide range of services. Staff working remotely 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. 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. Applications for rent-geared-to-income housing went online in August so that residents can complete an application online, track its submission and receipt by the local office and receive information on their application without having to come to the office. Rent continues to be paid through online and direct deposit methods. Vacancies in housing units continue to be processed and filled. When

and where necessary, staff meet with tenants and residents in-person. This includes scheduled lease-signing appointments and Tenant Relations Coordinator meetings with tenants in the RCHC buildings. 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, and staff are working closely with the local contractors to be in queue for projects.

Ontario Works Division:

Staff in Ontario Works continue to work remotely and in-office. During the COVID-19 pandemic, staff at the Pembroke Ontario Works office had to move to a new office location. 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. Due to COVID-19, the Ministry of Children, Community and Social Services (MCCSS) 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. MCCSS has extended these measures until the end of the year and will be looking at other measures to reduce in-office meetings between staff and clients. 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:

Effective September 1, 2020 all licenced child care operators are eligible to open and resume operations by following protocols established by the Renfrew County and District Health Unit and the Ministry of Education. Staff continue to provide support to parents and licensed Childcare operators through regular online meetings. Childcare staff are working closely with licensed operators who have opened or are in the process of opening their facilities including the EarlyON centres. Staff are creating newsletters and other communication tools to assist families and childcare operators during this time. Integration staff are meeting with parents and schools as needed and the Licenced Home Visitor is resuming in-home inspections. In all cases, staff are following safety protocols and working closely with the Renfrew County and District Health Unit.

RECOMMENDATION:

5. THAT all Social Services offices be opened on a limited basis when and where needed for appointments; AND FURTHER THAT staff continue to provide services both remotely and through arranged in-person meetings.

Public Works and Engineering 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. 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.

Development and Property Department

Economic Development / Ottawa Valley Tourism / Enterprise Renfrew County:

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 Division:

Staff in GIS are working remotely and will continue to do so as need dictates. 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, but 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.

The Phase 1 (Development & Property and Public Works Departments) completion of the SDIP project is expected for October 15, 2020 with the reception area to be completed by November 1, 2020.

RECOMMENDATION:

6. THAT the County Administration Building remain closed to the public until such time as workspaces that are being redesigned and renovated in the first phase(s) of the SDIP project are completed;
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 many and regularly changing 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 required long-term care staff to only work for one employer as well as temporarily restricted admissions from the community to align with the hospital admission restrictions. Admissions from both the community and hospital have since resumed conditional upon meeting the provincial directives. Symptomatic testing of residents and staff continue as well as ongoing surveillance (twice monthly) of staff. Visitor restrictions have been amended to permit both outdoor and indoor visiting, consistent with current directives.

Going forward, efforts remain focused on ensuring adequate human resources; PPE and implementation of best practices in infection prevention and control; and continued partnerships with the Renfrew County and District Health Unit as well as Advantage Ontario in preparation for a second wave.

In addition, work has resumed towards the 'new normal' through resumption of key projects such as the implementation of the Butterfly Approach and related fundraising; collective agreement bargaining with three unions; and the Seniors Housing Strategy – all through the new COVID-19 lens and consistent with current protocols.

RECOMMENDATION:

7. THAT the County of Renfrew continue to require that Long-Term Care staff only work for one employer.

Emergency Services:

The Emergency Services Department is working to full capacity. 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 has accommodated the Service Delivery Improvement Project (SDIP) renovations by relocating to Renfrew County Place and Social Services at Arnprior, in early June.

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:

8. THAT Emergency Services continue to support the response to COVID-19; AND FURTHER THAT these efforts are done utilizing staff either working remotely or at alternate locations.

County of Renfrew
Summary

	2019	2018	Variance	
Revenue	101,000,000	99,310,000	1,690,000	1.70%
Operating Expenditures	126,600,000	123,500,000	3,100,000	2.51%
Capital Expenditures	19,400,000	19,500,000	100,000	-0.51%
Total Expenditures	146,000,000	143,000,000	3,000,000	2.10%
County Cost (Levy)	45,000,000	43,690,000	1,310,000	3.00%

County of Renfrew
Summary By Department

		2019	2018	Variance	
Revenue					
County Taxation		45,000,000	43,690,000	1,310,000	3.00%
Province		89,300,000	89,310,000 -	10,000	-0.01%
Federal		2,000,000	2,000,000	-	0.00%
City Of Pembroke		3,000,000	2,800,000	200,000	7.14%
Debt		2,200,000	2,000,000	200,000	10.00%
Reserves		4,500,000	3,200,000	1,300,000	40.63%
Total Revenue		146,000,000	143,000,000	3,000,000	2.10%
Operating Expenditures					
Public Works	Sch. 3	8,700,000	8,500,000	200,000	2.35%
Development and Property	Sch. 4	2,600,000	2,538,000	62,000	2.44%
Health	Sch. 5	18,800,000	18,330,000	470,000	2.56%
Social Services	Sch. 6	45,500,000	44,272,000	1,228,000	2.77%
Finance & Administration	Sch. 7	51,000,000	49,860,000	1,140,000	2.29%
Total Operating Expenditures		126,600,000	123,500,000	3,100,000	2.51%
Capital Expenditures					
Public Works		15,000,000	14,900,000	100,000	0.67%
Development and Property		100,000	300,000 -	200,000	-66.67%
Health		2,800,000	2,700,000	100,000	3.70%
Social Services		1,500,000	1,600,000 -	100,000	-6.25%
Total Capital Expenditures		19,400,000	19,500,000 -	100,000	-0.51%
Total Expenditures		146,000,000	143,000,000	3,000,000	2.10%

County of Renfrew
Summary By Department and Cost Centre
Public Works

	2019	2018	Variance	
Operating Revenues				
Taxation	8,300,000	8,100,000	200,000	2.47%
Recoveries - Federal	300,000	250,000	50,000	20%
Recoveries - Other	100,000	150,000	50,000	
Recoveries - Provincial			-	
Operating Revenue	8,700,000	8,500,000	200,000	2.4%
Operating Expenses				
Administration	1,200,000	1,170,000	30,000	2.6%
Infrastructure Management	600,000	585,000	15,000	2.6%
Equipment	1,100,000	1,078,000	22,000	2.0%
Housing	300,000	291,000	9,000	3.1%
Maintenance	5,500,000	5,376,000	124,000	2.3%
Total Operating Expenses	8,700,000	8,500,000	200,000	2.4%

County of Renfrew
Detail By Department and Cost Centre
Public Works

	2019	2018	Variance	
<u>Operating Revenues</u>				
Account 1			-	
Account 2			-	
Account 3			-	
Account 4			-	
Total Operating Revenues	8,700,000	8,500,000	200,000	2.4%
<u>Operating Expenses</u>				
Administration				
Account 1				
Account 2				
Account 3				
Account 4				
	1,200,000	1,170,000	30,000	2.6%
Infrastructure Management				
Account 1				
Account 2				
Account 3				
Account 4				
	600,000	585,000	15,000	2.6%
Equipment				
Account 1				
Account 2				
Account 3				
Account 4				
	1,100,000	1,078,000	22,000	2.0%
Housing				
Account 1				
Account 2				
Account 3				
Account 4				
	300,000	291,000	9,000	3.1%
Maintenance				
Account 1				
Account 2				
Account 3				
Account 4				
	5,500,000	5,376,000	124,000	2.3%
Total Operating Expenses	8,700,000	8,500,000	200,000	2.4%

COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Taxation and Other	(54,664,400)	(50,802,095)	(3,862,305)	(50,802,095)
Revenue - Finance & Administration Committee	(3,018,913)	(3,239,576)	220,663	(3,239,576)
Revenue - Development & Property Committee	(3,810,613)	(12,359,988)	8,549,375	(12,359,988)
Revenue - Health Committee	(44,976,936)	(45,428,077)	451,141	(45,428,077)
Revenue - Social Services Committee	(45,250,147)	(46,830,154)	1,580,007	(46,830,154)
Revenue - Operations Committee	(6,538,276)	(6,977,451)	439,175	(6,977,451)
Revenue	(158,259,286)	(165,637,341)	7,378,055	(165,637,341)
Expenses - Finance & Administration Committee	19,496,417	16,618,216	2,878,201	16,618,216
Expenses - Development & Property Committee	4,949,357	5,229,073	(279,716)	5,229,073
Expenses - Health Committee	54,231,214	55,292,872	(1,061,658)	55,292,872
Expenses - Social Services Committee	49,659,650	52,219,204	(2,559,554)	52,219,204
Expenses - Operations Committee	8,638,306	8,544,552	93,754	8,544,552
Expenses	136,974,944	137,903,917	(928,973)	137,903,917
Capital - Finance & Administration Committee	39,018	60,000	(20,982)	60,000
Capital - Development & Property Committee	762,001	9,166,612	(8,404,611)	9,166,612
Capital - Health Committee	1,937,328	2,079,585	(142,257)	2,079,585
Capital - Social Services Committee	1,144,191	1,457,329	(313,138)	1,457,329
Capital - Operations Committee	12,260,528	14,969,898	(2,709,370)	14,969,898
Capital	16,143,067	27,733,424	(11,590,357)	27,733,424
Total	(5,141,276)	0	(5,141,276)	0

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
County Levy	(45,655,946)	(45,655,946)	0	(45,655,946)
PIL Adjustments	132,079	150,000	(17,921)	150,000
Railway/Hydro Right of Way	0	(5,000)	5,000	(5,000)
Supplementary Revenue	(426,201)	(500,000)	73,799	(500,000)
Provincial - Waterpower Generating Subsidy	(394,109)	(394,109)	(0)	(394,109)
Provincial - One Time Subsidy	(881,321)	0	(881,321)	0
Interest Revenue	(935,664)	(600,000)	(335,664)	(600,000)
Other Revenue	(30)	0	(30)	0
BM Repayment of Solar Panel Loan	(123,767)	(123,767)	0	(123,767)
Gas Tax Funding	(5,479,296)	(2,671,773)	(2,807,523)	(2,671,773)
Donations In Kind	0	0	0	0
Proceeds - Sale of Assets	0	0	0	0
Gain / (Loss) - Sale of Assets	6,865	0	6,865	0
Licenses	(1,015)	(1,500)	485	(1,500)
Surplus Adjustment - TRF From Reserves	(905,996)	(1,000,000)	94,004	(1,000,000)
Revenue - Taxation and Other	(54,664,400)	(50,802,095)	(3,862,305)	(50,802,095)

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Members of Council	(88,756)	(59,400)	(29,356)	(59,400)
Revenue - General Administration	(624,339)	(620,689)	(3,650)	(620,689)
Revenue - Information Technology	(359,334)	(381,266)	21,932	(381,266)
Revenue - Human Resources	(571,145)	(548,221)	(22,924)	(548,221)
Revenue - POA	(1,375,340)	(1,630,000)	254,660	(1,630,000)
Revenue - Finance & Administration Committee	(3,018,913)	(3,239,576)	220,663	(3,239,576)
Expenses - Members of Council	588,675	592,646	(3,971)	592,646
Expenses - General Administration	1,369,576	1,489,729	(120,153)	1,489,729
Expenses - Information Technology	711,815	779,193	(67,378)	779,193
Expenses - Human Resources	767,218	800,379	(33,161)	800,379
Expenses - POA	835,300	941,575	(106,275)	941,575
Expenses - Financial	15,223,833	12,014,694	3,209,139	12,014,694
Expenses - Finance & Administration Committee	19,496,417	16,618,216	2,878,201	16,618,216
Capital - Members of Council	0	0	0	0
Capital - General Administration	0	0	0	0
Capital - Information Technology	39,018	60,000	(20,982)	60,000
Capital - Human Resources	0	0	0	0
Capital - POA	0	0	0	0
Capital - Finance & Administration Committee	39,018	60,000	(20,982)	60,000
Total - Finance & Administration Committee	16,516,522	13,438,640	3,077,882	13,438,640

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - County	(71,327)	(59,400)	(11,927)	(59,400)
Recoveries - Outside	(13,530)	0	(13,530)	0
Recoveries - Federal	(3,899)	0	(3,899)	0
Revenue - Members of Council	(88,756)	(59,400)	(29,356)	(59,400)
AMO Board Expenses	14,402	10,000	4,402	10,000
Computer Supplies	5,480	5,000	480	5,000
Council - Conventions	36,958	62,400	(25,442)	62,400
Council - Mileage	42,146	37,000	5,146	37,000
Council - Salaries	236,732	238,515	(1,783)	238,515
Councillor Benefits - EHC/Dental	47,594	60,000	(12,406)	60,000
Councillor Group Insurance	4,896	5,500	(604)	5,500
Councillor Liability Insurance	8,147	7,800	347	7,800
Councillor Ad Hoc Meeting per Diem	26,244	28,270	(2,026)	28,270
Ad Hoc Meeting Expenses	7,267	0	7,267	0
CPP,UIC,Employer Health Tax	18,287	13,785	4,502	13,785
FCM Board Expenses	13,289	8,000	5,289	8,000
Hospitality	23,411	20,000	3,411	20,000
Office Supplies	6,010	5,000	1,010	5,000
Legal	8,846	2,000	6,846	2,000
Special Events	7,308	8,000	(692)	8,000
Warden's Salary & Per Diem	73,206	72,376	830	72,376
Warden's Expenses	8,451	9,000	(549)	9,000
Warden's Banquet Expense	0	0	0	0
Expenses - Members of Council	588,675	592,646	(3,971)	592,646
Capital - Members of Council	0	0	0	0
Total - Members of Council	499,919	533,246	(33,327)	533,246

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recovery - Other Departments	(624,284)	(620,189)	(4,095)	(620,189)
Recovery - Outside	(55)	(500)	445	(500)
Transfer from Reserves	0	0	0	0
Revenue - General Administration	(624,339)	(620,689)	(3,650)	(620,689)
Bank Charges - Moneris	1,437	1,300	137	1,300
Computer Maintenance	35,130	38,000	(2,870)	38,000
Conferences & Conventions	2,769	4,000	(1,231)	4,000
Depreciation	2,308	4,400	(2,092)	4,400
Employee Benefits	220,838	273,177	(52,339)	273,177
General Legal & Audit	28,525	26,000	2,525	26,000
Membership Fees	28,673	29,200	(527)	29,200
Office Expense	24,021	26,000	(1,979)	26,000
Professional Development	8,212	5,000	3,212	5,000
Recruitment	1,217	3,000	(1,783)	3,000
Salaries	942,625	1,013,052	(70,427)	1,013,052
Special Projects - Emergency	0	0	0	0
Special Projects - EOWC	12,153	14,000	(1,847)	14,000
Special Projects - Strategic Plan	15,293	15,000	293	15,000
Special Projects - Training	19,073	15,000	4,073	15,000
Surplus Adjustment - Depreciation	(2,308)	(4,400)	2,092	(4,400)
Telephone	4,876	6,000	(1,124)	6,000
Travel	24,732	21,000	3,732	21,000
Expenses - General Administration	1,369,576	1,489,729	(120,153)	1,489,729
Capital - General Administration	0	0	0	0
Total - General Administration	745,237	869,040	(123,803)	869,040

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - County	(319,266)	(319,266)	0	(319,266)
Recoveries - Outside	(1,050)	(2,000)	950	(2,000)
Recoveries - Province	0	0	0	0
Transfer from Reserves	(39,018)	(60,000)	20,982	(60,000)
Revenue - Information Technology	(359,334)	(381,266)	21,932	(381,266)
Annual Software Maintenance Fees	69,385	98,950	(29,565)	98,950
Communication Fees	20,862	23,000	(2,138)	23,000
Computer Technology Supplies	1,754	10,000	(8,246)	10,000
Corporate Software	5,466	9,000	(3,534)	9,000
Depreciation	30,976	36,000	(5,024)	36,000
Fringe Benefits	118,207	126,102	(7,895)	126,102
Office Expense	1,356	1,100	256	1,100
Professional Development	454	5,950	(5,496)	5,950
Purchased Services	0	10,000	(10,000)	10,000
Salaries	476,619	476,291	328	476,291
Surplus Adjustment - Depreciation	(30,976)	(36,000)	5,024	(36,000)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Telephone Costs	5,552	6,800	(1,248)	6,800
Travel	12,161	12,000	161	12,000
Expenses - Information Technology	711,815	779,193	(67,378)	779,193
Capital - Information Technology	39,018	60,000	(20,982)	60,000
Total - Information Technology	391,499	457,927	(66,428)	457,927

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recovery - County Departments	(513,221)	(513,221)	0	(513,221)
Recovery - Federal	0	(3,000)	3,000	(3,000)
Recovery - Outside Agencies	(57,924)	(32,000)	(25,924)	(32,000)
Recovery - Province	0	0	0	0
Revenue - Human Resources	(571,145)	(548,221)	(22,924)	(548,221)
Benefits	115,908	123,040	(7,132)	123,040
Capital Under Threshold	0	0	0	0
Conference & Convention	1,514	4,000	(2,486)	4,000
Depreciation	461	500	(39)	500
Expenses Recoverable From Others	29,950	10,000	19,950	10,000
Legal Fees	4,357	10,000	(5,643)	10,000
Membership Fees	3,666	1,300	2,366	1,300
Office Expense	25,118	31,000	(5,882)	31,000
Professional Development	5,531	5,000	531	5,000
Purchased Services	90,368	117,000	(26,632)	117,000
Recruitment	535	0	535	0
Salaries	472,861	480,039	(7,178)	480,039
Special Project - Family Day	0	0	0	0
Special Project	0	0	0	0
Surplus Adjustment - Depreciation	(461)	(500)	39	(500)
Travel	17,411	19,000	(1,589)	19,000
Expenses - Human Resources	767,218	800,379	(33,161)	800,379
Capital - Human Resources	0	0	0	0
Total - Human Resources	196,074	252,158	(56,084)	252,158

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenues - POA Fines	(1,372,307)	(1,630,000)	257,693	(1,630,000)
Revenues - POA Recoveries	(1,040)	0	(1,040)	0
Revenues - POA Recoveries - Prov	(1,993)	0	(1,993)	0
Transfer from Reserves	0	0	0	0
Revenue - POA	(1,375,340)	(1,630,000)	254,660	(1,630,000)
Adjudication	66,852	80,850	(13,998)	80,850
Admin Charges	38,810	38,810	0	38,810
Bank Charges (Visa/Mastercard)	24,596	26,000	(1,404)	26,000
Certificates of Offence	4,139	10,000	(5,861)	10,000
City of Pembroke - Share of Net Revenue	77,572	98,886	(21,314)	98,886
Collection Costs	36,544	25,000	11,544	25,000
Computer & Technology	17,087	14,336	2,751	14,336
Conventions	499	3,150	(2,651)	3,150
Court Transcripts	232	3,000	(2,768)	3,000
Depreciation	6,399	9,540	(3,141)	9,540
Fringe Benefits	65,160	85,477	(20,317)	85,477
ICON Charges	19,502	25,350	(5,848)	25,350
Interpreter Fees	2,698	3,000	(302)	3,000
IT Charges	17,364	17,364	0	17,364
Lease/Building Costs	102,517	100,000	2,517	100,000
Legal Costs	21,296	1,000	20,296	1,000
Miscellaneous	396	1,000	(604)	1,000
Monitoring / Enforcement Fees	7,776	8,200	(424)	8,200
Office Equipment / Furniture	1,623	4,050	(2,427)	4,050
Office Supplies	6,181	6,500	(319)	6,500
Part III Prosecution	9,171	16,500	(7,329)	16,500
Postage	5,577	6,800	(1,223)	6,800
Purchase of Service - Prosecution	32,608	2,000	30,608	2,000
Purchase of Service - Notice of Fines	3,544	4,000	(456)	4,000
Salaries	258,877	334,077	(75,200)	334,077
Satellite Courtroom Costs	3,469	4,925	(1,456)	4,925
Staff Training/Development	190	4,350	(4,160)	4,350
Surplus Adjustment - Depreciation	(6,399)	(9,540)	3,141	(9,540)
Telephone	6,002	6,100	(98)	6,100
Travel	4,836	9,050	(4,214)	9,050
Witness Fees	182	1,800	(1,618)	1,800
Expenses - POA	835,300	941,575	(106,275)	941,575
Capital - POA	0	0	0	0
Total - Provincial Offences Court	(540,040)	(688,425)	148,385	(688,425)

COUNTY OF RENFREW
TREASURER'S REPORT - Finance & Administration Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Expenses - Publicity/Public Relations	14,518	15,000	(482)	15,000
Reforestation - Grants in Lieu	13,060	15,000	(1,940)	15,000
Forest Fire Protection	1,520	5,000	(3,480)	5,000
Expenses - Municipal Property Assessment Corporation	1,549,942	1,549,942	0	1,549,942
Capping Costs (Forgone Revenue Approach)	0	2,000	(2,000)	2,000
County Share - Taxes Written Off	198,042	300,000	(101,958)	300,000
Provision for Bad Debt Expense	0	0	0	0
Provision for Unallocated Funds	851	291,792	(290,941)	291,792
Special Project - EORN - Gap Analysis & Cell Project	905,996	1,000,000	(94,004)	1,000,000
Surplus Adjustment - TRF to Reserves	11,711,238	8,022,394	3,688,844	8,022,394
Surplus Adjustment - Debt Principal	705,569	705,568	1	705,568
Interest Expense	105,729	107,998	(2,269)	107,998
Vacant Building Rebates	17,369	0	17,369	0
Expenses - Financial	15,223,833	12,014,694	3,209,139	12,014,694
Total - Financial and Other	15,223,833	12,014,694	3,209,139	12,014,694

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Pembroke Property	(602,928)	(768,212)	165,284	(768,212)
Revenue - RCP Property	(1,436,619)	(1,483,206)	46,587	(1,483,206)
Revenue - Paramedic Bases Property	(318,798)	(1,718,717)	1,399,919	(1,718,717)
Revenue - Arnprior Office Property	(144,504)	(154,825)	10,321	(154,825)
Revenue - OPP Property	(616,428)	(615,473)	(955)	(615,473)
Revenue - Forestry	(140,326)	(224,400)	84,074	(224,400)
Revenue - Trails	(117,005)	(6,796,612)	6,679,607	(6,796,612)
Revenue - GIS	(1,818)	(9,500)	7,682	(9,500)
Revenue - Economic Development	(24,569)	(15,000)	(9,569)	(15,000)
Revenue - Enterprise Renfrew County	(205,260)	(314,543)	109,283	(314,543)
Revenue - Ottawa Valley Tourist Assoc	0	0	0	0
Revenue - Planning	(202,358)	(259,500)	57,142	(259,500)
Revenue - Development & Property Committee	(3,810,613)	(12,359,988)	8,549,375	(12,359,988)
Expenses - Pembroke Property	630,797	709,708	(78,911)	709,708
Expenses - RCP Property	649,584	711,354	(61,770)	711,354
Expenses - Paramedic Bases Property	318,798	318,717	81	318,717
Expenses - Arnprior Office Property	129,291	139,825	(10,534)	139,825
Expenses - OPP Property	616,428	615,473	955	615,473
Expenses - Forestry	184,822	221,175	(36,353)	221,175
Expenses - Trails	381,331	333,000	48,331	333,000
Expenses - GIS	237,695	240,760	(3,065)	240,760
Expenses - Economic Development	436,466	434,103	2,363	434,103
Expenses - Enterprise Renfrew County	233,315	342,598	(109,283)	342,598
Expenses - Ottawa Valley Tourist Assoc	262,975	262,975	0	262,975
Expenses - Planning	867,855	899,385	(31,530)	899,385
Expenses - Development & Property Committee	4,949,357	5,229,073	(279,716)	5,229,073
Capital - Pembroke Property	180,251	395,000	(214,749)	395,000
Capital - RCP Property	515,684	555,000	(39,316)	555,000
Capital - Paramedic Bases Property	0	1,400,000	(1,400,000)	1,400,000
Capital - Arnprior Office Property	15,213	15,000	213	15,000
Capital - OPP Property	0	0	0	0
Capital - Forestry	36,093	30,000	6,093	30,000
Capital - Trails	14,759	6,771,612	(6,756,853)	6,771,612
Capital - Economic Development	0	0	0	0
Capital - Planning	0	0	0	0
Capital - Development & Property Committee	762,001	9,166,612	(8,404,611)	9,166,612
Total - Development & Property Committee	1,900,745	2,035,697	(134,952)	2,035,697

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - County	(28,305)	(27,803)	(502)	(27,803)
Recoveries - Other	(55,196)	0	(55,196)	0
Revenue - Lease	(339,176)	(345,409)	6,233	(345,409)
Surplus Adjustment - TRF from Reserves	(180,251)	(395,000)	214,749	(395,000)
Revenue - Pembroke Property	(602,928)	(768,212)	165,284	(768,212)
Advertising	447	1,000	(553)	1,000
Capital - under threshold	5,658	22,000	(16,342)	22,000
Depreciation	236,630	237,150	(520)	237,150
Elevator Maintenance	6,185	7,310	(1,125)	7,310
Employee Benefits	57,893	64,201	(6,308)	64,201
Garbage Disposal	5,443	4,920	523	4,920
Groundskeeping	3,143	5,652	(2,509)	5,652
Insurance	31,344	30,000	1,344	30,000
Janitorial Contract	103,823	111,000	(7,177)	111,000
Legal	3,283	1,000	2,283	1,000
Lights, Heat & Power	116,947	128,000	(11,054)	128,000
Mechanical	8,335	19,500	(11,165)	19,500
Memberships/Subscriptions	816	2,500	(1,684)	2,500
Miscellaneous	3,204	2,800	404	2,800
Office Supplies	13,208	24,300	(11,092)	24,300
Professional Development	1,090	5,000	(3,910)	5,000
Recruitment	1,843	750	1,093	750
Repairs & Maintenance	26,815	36,220	(9,406)	36,220
Salaries	229,598	227,755	1,843	227,755
Security & Monitoring	3,219	6,000	(2,781)	6,000
Special Projects	0	0	0	0
Surplus Adjustment - Depreciation	(236,630)	(237,150)	520	(237,150)
Surplus Adjustment - TRF to Reserves	0	0	0	0
Telephone	2,823	1,500	1,323	1,500
Travel	4,169	4,800	(631)	4,800
Vehicle Expenses	1,513	3,500	(1,987)	3,500
Expenses - Pembroke Property	630,797	709,708	(78,911)	709,708
Capital - Pembroke Property	180,251	395,000	(214,749)	395,000
Total - Pembroke Property	208,120	336,496	(128,376)	336,496

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Lease Revenue- Outside	(296,269)	(296,286)	17	(296,286)
Recoveries - County	(604,249)	(615,920)	11,671	(615,920)
Recoveries - Outside	(20,416)	(16,000)	(4,416)	(16,000)
Surplus Adjustment - TRF from Reserves	(515,684)	(555,000)	39,316	(555,000)
Revenue - RCP Property	(1,436,619)	(1,483,206)	46,587	(1,483,206)
Bad Debts Expense	0	0	0	0
Capital - Under Threshold	4,987	18,450	(13,463)	18,450
Depreciation	167,067	179,000	(11,933)	179,000
Elevator Maintenance	4,826	6,550	(1,724)	6,550
Garbage Removal	3,668	3,680	(12)	3,680
Groundskeeping	17,653	21,080	(3,427)	21,080
Insurance	15,118	15,500	(382)	15,500
Insurance Claim Costs	0	0	0	0
Janitorial Contract	79,218	93,350	(14,132)	93,350
Lights, Heat & Power	82,029	95,000	(12,971)	95,000
Mechanical	19,495	16,000	3,495	16,000
Miscellaneous	3,827	4,972	(1,145)	4,972
Municipal Taxes	16,333	16,000	333	16,000
Office Supplies / Admin Costs	9,078	8,000	1,078	8,000
Repairs & Maintenance	17,478	20,412	(2,934)	20,412
Salaries	71,636	86,733	(15,097)	86,733
Security & Monitoring	4,238	5,627	(1,389)	5,627
Surplus Adjustment - Depreciation	(167,067)	(179,000)	11,933	(179,000)
Surplus Adjustment - TRF to Reserves	300,000	300,000	0	300,000
Special Projects	0	0	0	0
Expenses - RCP Property	649,584	711,354	(61,770)	711,354
Capital - RCP Property	515,684	555,000	(39,316)	555,000
Total - RCP Property	(271,350)	(216,852)	(54,498)	(216,852)

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - County	(318,540)	(318,717)	177	(318,717)
Recoveries - Outside	(258)	0	(258)	0
Surplus Adjustment - TRF from Reserves	0	(1,400,000)	1,400,000	(1,400,000)
Revenue - Paramedic Bases Property	(318,798)	(1,718,717)	1,399,919	(1,718,717)
BLDG - Repairs & Maint	21,691	32,800	(11,109)	32,800
Capital Under Threshold	0	0	0	0
Depreciation	61,725	61,750	(25)	61,750
Groundskeeping	32,974	43,750	(10,776)	43,750
Internal Charges	2,904	0	2,904	0
Janitorial Contract	20,879	30,800	(9,921)	30,800
Lights, Heat & Power	25,752	36,900	(11,148)	36,900
Mechanical	3,725	10,262	(6,537)	10,262
Misc - Building Expenses	4,532	6,080	(1,548)	6,080
Surplus Adjustment - Depreciation	(61,725)	(61,750)	25	(61,750)
Surplus Adjustment - TRF to Reserves	206,342	158,125	48,217	158,125
Special Projects	0	0	0	0
Expenses - Paramedic Bases Property	318,798	318,717	81	318,717
Capital - Paramedic Bases Property	0	1,400,000	(1,400,000)	1,400,000
Total - Paramedic Bases Property	0	0	0	0

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoverable County	(129,437)	(139,825)	10,388	(139,825)
Recoverable Outside	(67)	0	(67)	0
Recovery-Province	0	0	0	0
Surplus Adjustment - TRF from Reserves	(15,000)	(15,000)	0	(15,000)
Revenue - Arnprior Office Property	(144,504)	(154,825)	10,321	(154,825)
Bldg - Repairs & Maintenance	1,224	5,500	(4,276)	5,500
Capital Under Threshold	0	0	0	0
Depreciation	37,946	37,000	946	37,000
Groundskeeping	3,473	4,023	(550)	4,023
Insurance	2,609	2,678	(69)	2,678
Janitorial Contract	29,417	27,000	2,417	27,000
Legal	0	0	0	0
Lights, Heat & Power	8,858	13,249	(4,391)	13,249
Mechanical	1,143	2,000	(857)	2,000
Misc Bldg Other	609	500	109	500
Purchased Service	0	0	0	0
Security	3,528	1,500	2,028	1,500
Telephone	0	0	0	0
Surplus Adjustment - TRF to Reserves	78,430	83,375	(4,945)	83,375
Surplus Adjustment - Depreciation	(37,946)	(37,000)	(946)	(37,000)
Expenses - Arnprior Office Property	129,291	139,825	(10,534)	139,825
Capital - Arnprior Office Property	15,213	15,000	213	15,000
Total - Arnprior Office Property	0	0	0	0

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Lease - Base Rent	(461,158)	(461,158)	0	(461,158)
Revenue - Lease - Expense Recoveries	(155,270)	(146,315)	(8,955)	(146,315)
Surplus Adjustment - From Reserves	0	(8,000)	8,000	(8,000)
Revenue - OPP Property	(616,428)	(615,473)	(955)	(615,473)
Salaries / Benefits	25,844	18,392	7,452	18,392
Capital Under Threshold	1,883	8,000	(6,117)	8,000
Garbage Removal	1,983	2,000	(17)	2,000
Groundskeeping	20,210	29,420	(9,210)	29,420
Heat, Light & Power	0	0	0	0
Insurance	11,783	13,000	(1,217)	13,000
Interest Expense	126,083	129,394	(3,311)	129,394
Internal Charges	18,776	11,503	7,273	11,503
Janitorial Contract	0	0	0	0
Depreciation	115,758	115,176	582	115,176
Mechanical	550	0	550	0
Municipal Taxes	42,194	43,000	(806)	43,000
Office Expenses	2,650	0	2,650	0
Repairs & Maint	25,779	29,000	(3,221)	29,000
Security/Monitoring	3,618	0	3,618	0
Surplus Adjustment - Depreciation	(115,758)	(115,176)	(582)	(115,176)
Surplus Adjustment - Debt Principal Payments	266,458	266,459	(1)	266,459
Surplus Adjustment - TRF To Reserves	68,617	65,305	3,312	65,305
Expenses - OPP Property	616,428	615,473	955	615,473
Capital - OPP Property	0	0	0	0
<u>Total - OPP Property</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0</u>

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - Other	(521)	(2,000)	1,479	(2,000)
Recoveries - Donations	0	0	0	0
Revenues - Timber Sales	(97,085)	(180,000)	82,915	(180,000)
Surplus Adjustment - TRF from Reserves	(42,721)	(42,400)	(321)	(42,400)
Revenue - Forestry	(140,326)	(224,400)	84,074	(224,400)
Advertising	1,033	300	733	300
Conventions	605	1,800	(1,195)	1,800
Depreciation	19,830	16,500	3,330	16,500
Legal	45	900	(855)	900
Maintenance Operations	0	0	0	0
Memberships/Subscriptions	8,132	8,900	(768)	8,900
Miscellaneous	1,116	1,000	116	1,000
Office Supplies	4,158	2,400	1,758	2,400
Professional Development	0	1,500	(1,500)	1,500
Property Survey Costs	0	0	0	0
Salaries / Benefits	198,034	205,975	(7,941)	205,975
Salary Allocations	(47,000)	(47,000)	0	(47,000)
Small Tools / Supplies	168	1,000	(832)	1,000
Special Project - Well Remediation	4,803	5,000	(197)	5,000
Special Project - Other	45	2,000	(1,955)	2,000
Surplus Adjustment - Depreciation	(19,830)	(16,500)	(3,330)	(16,500)
Surplus Adjustment - TRF to Reserves	0	17,500	(17,500)	17,500
Travel	5,485	5,000	485	5,000
Tree Marking	1,173	5,400	(4,227)	5,400
Tree Planting	651	2,000	(1,349)	2,000
Vehicle Expenses	6,373	7,500	(1,127)	7,500
Weed Inspection	0	0	0	0
Expenses - Forestry	184,822	221,175	(36,353)	221,175
Capital - Forestry	36,093	30,000	6,093	30,000
Total - Forestry	80,589	26,775	53,814	26,775

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Algonquin - Rental Recoveries	(35,913)	(25,000)	(10,913)	(25,000)
Algonquin Trail Federal Recoveries	0	0	0	0
Algonquin Trail Municipal Recoveries	0	0	0	0
Algonquin Trail Donations	0	(6,703,190)	6,703,190	(6,703,190)
Algonquin Trail Other Recoveries	(3,017)	0	(3,017)	0
Algonquin Trail Prov Recoveries	(63,316)	0	(63,316)	0
K&P Rail Recoveries Municipal	0	0	0	0
Surplus Adj - Trf From Reserve	(14,759)	(68,422)	53,663	(68,422)
Revenue - Trails	(117,005)	(6,796,612)	6,679,607	(6,796,612)
Salaries / Benefits	16,654	16,500	154	16,500
Salary Allocations	47,000	47,000	0	47,000
Algonquin Trail Development	294,298	242,000	52,298	242,000
CN Rail Development	1,182	5,000	(3,818)	5,000
K&P Rail Line Development	21,807	21,000	807	21,000
Office Expense	4	500	(496)	500
Recruitment	0	1,000	(1,000)	1,000
Travel	386	0	386	0
Expenses - Trails	381,331	333,000	48,331	333,000
Capital - Trails	14,759	6,771,612	(6,756,853)	6,771,612
Total - Trails	279,085	308,000	(28,915)	308,000

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoverable Outside	(1,818)	(3,500)	1,682	(3,500)
Recoveries - Municipal	0	(6,000)	6,000	(6,000)
Recoveries - Federal	0	0	0	0
Revenue - GIS	(1,818)	(9,500)	7,682	(9,500)
Salaries	170,443	169,895	548	169,895
Benefits	40,443	43,365	(2,922)	43,365
Conventions	127	500	(373)	500
Professional Development	1,036	500	536	500
Travel	769	500	269	500
Office Supplies	2,176	2,000	176	2,000
Computer Supply/Maintenance	19,662	22,000	(2,338)	22,000
Cell Telephone/Pagers	240	0	240	0
Membership	0	0	0	0
Special Project	0	0	0	0
Weed Inspection	2,798	2,000	798	2,000
Expenses - GIS	237,695	240,760	(3,065)	240,760
Total - GIS	235,877	231,260	4,617	231,260

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - Federal	(17,408)	0	(17,408)	0
Recoveries-Other	(8,283)	(15,000)	6,717	(15,000)
Recoveries-Provincial	1,123	0	1,123	0
Surplus Adjustment - Transfer From Reserves	0	0	0	0
Revenue - Economic Development	(24,569)	(15,000)	(9,569)	(15,000)
Benefits	59,189	64,597	(5,408)	64,597
Business Directory	0	0	0	0
Computer Maintenance	239	2,000	(1,761)	2,000
Conventions	1,410	3,500	(2,090)	3,500
Depreciation	0	0	0	0
Hospitality	1,480	1,300	180	1,300
Legal	0	0	0	0
Marketing Program	85,610	64,500	21,110	64,500
Memberships/Subscriptions	4,697	2,500	2,197	2,500
Miscellaneous	0	0	0	0
Office Expense	6,899	9,000	(2,101)	9,000
Ottawa River Waterway Project	0	0	0	0
Professional Development/Staff Training	526	1,500	(974)	1,500
Recruitment	0	0	0	0
Salaries	245,212	245,736	(524)	245,736
Special Projects	448	0	448	0
Special Projects - Agriculture	22,470	0	22,470	0
Special Projects	0	33,470	(33,470)	33,470
Surplus Adjustment - Depreciation	0	0	0	0
Travel	8,286	6,000	2,286	6,000
Expenses - Economic Development	436,466	434,103	2,363	434,103
Capital - Economic Development	0	0	0	0
Total - Economic Development	411,898	419,103	(7,205)	419,103

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - Federal	0	0	0	0
Recoveries - Municipalities	(6,000)	(6,000)	0	(6,000)
Recoveries - Other	(1,831)	(8,000)	6,170	(8,000)
Recoveries - Provincial	(134,948)	(152,543)	17,595	(152,543)
Summer Company - Provincial Revenue	(25,192)	(18,000)	(7,192)	(18,000)
Starter Company - Provincial Revenue	(37,289)	(130,000)	92,711	(130,000)
Starter Company - Other Revenue	0	0	0	0
Revenue - Enterprise Renfrew County	(205,260)	(314,543)	109,283	(314,543)
Benefits	29,198	33,513	(4,315)	33,513
Marketing	446	8,500	(8,054)	8,500
Miscellaneous	0	0	0	0
Office Expenses	2,555	5,000	(2,445)	5,000
Professional Development	0	1,000	(1,000)	1,000
Purchased Service	6,022	6,022	0	6,022
Salaries	123,051	134,657	(11,606)	134,657
Special Projects	500	8,000	(7,500)	8,000
Summer Company - Special Projects	25,192	18,000	7,192	18,000
Starter Company - Special Projects	37,289	119,406	(82,117)	119,406
Telephone/Internet Access	3,315	4,500	(1,185)	4,500
Travel	5,747	4,000	1,747	4,000
Expenses - Enterprise Renfrew County	233,315	342,598	(109,283)	342,598
Total - Enterprise Renfrew County	28,055	28,055	0	28,055

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Ottawa Valley Tourist Assoc	0	0	0	0
Salaries	132,391	181,671	(49,280)	181,671
Benefits	36,930	54,835	(17,905)	54,835
Direct Contribution to OVTA (to 2022)	93,654	26,469	67,185	26,469
Expenses - Ottawa Valley Tourist Assoc	262,975	262,975	0	262,975
Total - Ottawa Valley Tourist Assoc	262,975	262,975	0	262,975

COUNTY OF RENFREW
TREASURER'S REPORT - Development & Property Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenues - Municipal Projects	0	(50,000)	50,000	(50,000)
Revenues - Other	(2,953)	(1,000)	(1,953)	(1,000)
Revenues - Service Charges	(39,905)	(35,000)	(4,905)	(35,000)
Revenues - Severance Applications	(121,500)	(148,500)	27,000	(148,500)
Revenues - Special Projects	0	0	0	0
Revenues - Subdivision Applications	(38,000)	(25,000)	(13,000)	(25,000)
Surplus Adjustment - TRF from Reserves	0	0	0	0
Revenue - Planning	(202,358)	(259,500)	57,142	(259,500)
Computer Supplies / Maintenance	8,155	7,500	655	7,500
Conventions	4,085	3,000	1,085	3,000
County Official Plan	0	0	0	0
Depreciation	0	0	0	0
Employee Benefits	164,672	170,071	(5,399)	170,071
Land Division Advertisement Costs	0	0	0	0
Legal Fees	0	1,500	(1,500)	1,500
Memberships	2,816	3,500	(684)	3,500
Miscellaneous	0	0	0	0
Office Expense	18,616	16,500	2,116	16,500
Professional Development	4,174	3,000	1,174	3,000
Recruitment	0	2,500	(2,500)	2,500
Salaries	649,887	679,314	(29,427)	679,314
Special Projects	0	0	0	0
Special Projects - Algonquin Land Claim	515	0	515	0
Surplus Adjustment - Depreciation	0	0	0	0
Travel	14,936	12,500	2,436	12,500
Expenses - Planning	867,855	899,385	(31,530)	899,385
Capital - Planning	0	0	0	0
Total - Planning	665,497	639,885	25,612	639,885

COUNTY OF RENFREW
TREASURER'S REPORT - Health Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Interfund Transfer	(1,135,620)	(1,135,620)	0	(1,135,620)
Revenue - Other Health Agencies	(43,176)	(43,176)	0	(43,176)
Revenue - Paramedic	(11,572,164)	(12,551,884)	979,720	(12,551,884)
Revenue - Emergency Management	(160,264)	(115,000)	(45,264)	(115,000)
Revenue - BM	(16,154,893)	(15,984,060)	(170,833)	(15,984,060)
Revenue - ML	(15,910,820)	(15,598,337)	(312,483)	(15,598,337)
Revenue - Health Committee	(44,976,936)	(45,428,077)	451,141	(45,428,077)
Expenses - Interfund Transfer	3,707,541	3,707,541	0	3,707,541
Expenses - Other Health Agencies	1,593,689	1,593,689	0	1,593,689
Expenses - Paramedic	18,597,331	19,016,637	(419,306)	19,016,637
Expenses - Emergency Management	260,133	297,193	(37,060)	297,193
Expenses - BM	15,057,769	15,497,835	(440,066)	15,497,835
Expenses - ML	15,014,751	15,179,977	(165,226)	15,179,977
Expenses - Health Committee	54,231,214	55,292,872	(1,061,658)	55,292,872
Capital - Paramedic	1,013,155	1,175,000	(161,845)	1,175,000
Capital - BM	446,278	486,225	(39,947)	486,225
Capital - ML	477,895	418,360	59,535	418,360
Capital - Health Committee	1,937,328	2,079,585	(142,257)	2,079,585
Total - Health Committee	11,191,606	11,944,380	(752,774)	11,944,380

COUNTY OF RENFREW
TREASURER'S REPORT - Health Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
City of Pembroke Share - BM	(626,296)	(626,296)	0	(626,296)
City of Pembroke Share - ML	(509,324)	(509,324)	(0)	(509,324)
Revenue - Interfund Transfer	(1,135,620)	(1,135,620)	0	(1,135,620)
Interfund Transfer - BM	2,044,715	2,044,715	(0)	2,044,715
Interfund Transfer - ML	1,662,826	1,662,826	0	1,662,826
Expenses - Interfund Transfer	3,707,541	3,707,541	0	3,707,541
Total - Interfund Transfer	2,571,921	2,571,921	0	2,571,921
City of Pembroke Share - NRLTC	(43,176)	(43,176)	0	(43,176)
Renfrew County & District Health Unit - Rebate	0	0	0	0
Revenue - Other Health Agencies	(43,176)	(43,176)	0	(43,176)
North Renfrew Long Term Care	140,959	140,959	0	140,959
Renfrew County & District Health Unit	1,452,730	1,452,730	0	1,452,730
Expenses - Other Health Agencies	1,593,689	1,593,689	0	1,593,689
Total - Other Health Agencies	1,550,513	1,550,513	0	1,550,513

COUNTY OF RENFREW
TREASURER'S REPORT - Health Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recovery - County	(27,193)	(27,193)	0	(27,193)
Recovery - Cross Border - Other Municipalities	0	(30,000)	30,000	(30,000)
Revenue - Interest	(73,480)	(70,000)	(3,480)	(70,000)
Recovery - Other Agency	(45,619)	(89,187)	43,568	(89,187)
Revenue - Other	(217,773)	(145,000)	(72,773)	(145,000)
Revenue - Donations	(7,453)	0	(7,453)	0
Revenue- Prov - Community Paramedic - Surge	0	0	0	0
Revenue- Federal - DND / Indigenous	(247,997)	(272,981)	24,984	(272,981)
Revenue- Federal - PTSI & Fatigue Risk Mgt	(1,570)	(559,000)	557,430	(559,000)
Revenue - Provincial - Community Paramedic	(300,222)	(415,000)	114,778	(415,000)
Revenue- Insurance Proceeds	0	(210,000)	210,000	(210,000)
Revenue- Provincial Subsidy	(8,531,221)	(8,671,139)	139,918	(8,671,139)
Surplus Adjustment - TRF from Reserves	(965,000.00)	(965,000)	0	(965,000)
Municipal Contribution - City of Pembroke	(1,154,635)	(1,097,384)	(57,251)	(1,097,384)
Revenue - Paramedic	(11,572,164)	(12,551,884)	979,720	(12,551,884)
Admin - Admin Charge	105,720	83,551	22,169	83,551
Admin - Base Hospital Charges	76,533	60,000	16,533	60,000
Admin - Communication & Computer Expense	199,492	235,000	(35,508)	235,000
Admin - Conferences & Conventions	1,472	5,000	(3,528)	5,000
Admin - Employee Benefits	218,427	397,243	(178,816)	397,243
Admin - HR Charge	153,785	175,954	(22,169)	175,954
Admin - IT Charge	47,435	47,435	0	47,435
Admin - Legal	26,032	20,000	6,032	20,000
Admin - Membership Fees	4,590	0	4,590	0
Admin - Office Expenses	37,731	39,000	(1,269)	39,000
Admin - Professional Development	41,862	40,000	1,862	40,000
Admin - Purchased Service	34,094	30,000	4,094	30,000
Admin - Salaries	940,999	1,527,047	(586,048)	1,527,047
Admin - Special Projects	30,200	65,000	(34,800)	65,000
Admin - Travel	44,535	40,000	4,535	40,000
Admin - Uniform Allowances	1,996	0	1,996	0
Paramedic - Base Station Expenses	65,114	86,000	(20,886)	86,000
Paramedic - Base Station Lease - External	41,907	47,000	(5,093)	47,000
Paramedic - Base Station - Internal	390,494	410,243	(19,749)	410,243
Paramedic - Employee Benefits	3,359,030	3,048,587	310,443	3,048,587
Paramedic - Insurance	121,985	125,000	(3,015)	125,000
Paramedic - Insurance Claims Costs	24,217	10,000	14,217	10,000
Paramedic - Uniform, Laundry	136,540	127,000	9,540	127,000
Paramedic - Salaries	10,485,073	9,547,788	937,285	9,547,788
Paramedic - Small Equipment & Supplies	327,635	361,540	(33,905)	361,540
Paramedic - Leased Equipment	126,858	145,000	(18,142)	145,000
Paramedic - Vehicle Operation & Maintenance	493,238	482,264	10,974	482,264
Paramedic - Salary Allocations - PW	86,985	86,985	0	86,985
Paramedic - Community Paramedic	0	415,000	(415,000)	415,000
Paramedic - Sprec Projects - PTSI & Fatigue Risk Mgt	870	559,000	(558,130)	559,000
Capital Under Threshold	0	0	0	0
Depreciation	972,482	800,000	172,482	800,000
Surplus Adjustment - Depreciation	(972,482)	(800,000)	(172,482)	(800,000)
Surplus Adjustment - TRF to Reserves	972,482	800,000	172,482	800,000
Expenses - Paramedic	18,597,331	19,016,637	(419,306)	19,016,637
Capital - Paramedic	1,013,155	1,175,000	(161,845)	1,175,000
Total - Paramedic	8,038,322	7,639,753	398,569	7,639,753

COUNTY OF RENFREW
TREASURER'S REPORT - Health Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries - Provincial	0	0	0	0
Recoveries - Other	(160,264)	(115,000)	(45,264)	(115,000)
Revenue - Emergency Management	(160,264)	(115,000)	(45,264)	(115,000)
911	51,725	60,000	(8,275)	60,000
Admin Charge (Paramedic Service)	27,193	27,193	0	27,193
Emergency Management	73,604	50,000	23,604	50,000
Fire Services Charges	107,611	110,000	(2,389)	110,000
Purchased Service	0	50,000	(50,000)	50,000
Expenses - Emergency Management	260,133	297,193	(37,060)	297,193
Total - Emergency Management	99,869	182,193	(82,324)	182,193

**COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - BM Client Programs	(9,187)	(9,950)	763	(9,950)
Revenue - BM Nursing	(212,063)	(139,150)	(72,913)	(139,150)
Revenue - BM Dietary	(53,306)	(51,148)	(2,158)	(51,148)
Revenue - BM Housekeeping	(10,857)	(8,814)	(2,043)	(8,814)
Revenue - BM Laundry	(10,027)	(3,327)	(6,700)	(3,327)
Revenue - BM Building & Maintenance	(105,716)	(86,937)	(18,779)	(86,937)
Revenue - BM Administration	(101,849)	(69,912)	(31,937)	(69,912)
Revenue - BM Other Revenue	(15,651,888)	(15,614,822)	(37,066)	(15,614,822)
Revenue - BM	(16,154,893)	(15,984,060)	(170,833)	(15,984,060)
Expenses - BM Client Programs	813,370	812,612	758	812,612
Expense - BM Nursing	8,308,470	8,468,317	(159,847)	8,468,317
Expense - BM Dietary	2,050,563	2,166,593	(116,030)	2,166,593
Expense - BM Housekeeping	890,431	923,757	(33,326)	923,757
Expense - BM Laundry	457,707	461,961	(4,254)	461,961
Expense - BM Building & Maintenance	1,175,443	1,280,114	(104,671)	1,280,114
Expense - BM Administration	1,188,993	1,211,690	(22,697)	1,211,690
Expenses - BM Non Subsidizable	172,791	172,791	(0)	172,791
Expenses - BM	15,057,769	15,497,835	(440,066)	15,497,835
Capital - BM	446,278	486,225	(39,947)	486,225
Total - BM	(650,846)	0	(650,846)	0

COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - BM Client Programs	(9,187)	(9,950)	763	(9,950)
Salaries	623,412	627,235	(3,823)	627,235
Employee Benefits	121,514	117,277	4,237	117,277
Salary Allocations	38,190	36,985	1,205	36,985
Computers Operation and Maintenance	4,518	900	3,618	900
Depreciation	774	1,000	(226)	1,000
Equipment - Replacements	1,073	1,000	73	1,000
Equipment Operation/Maint.	137	900	(763)	900
Hobby Crafts	613	612	1	612
New Horizons - Federal Subsidy	0	0	0	0
New Horizons Expense	0	0	0	0
Office Supplies / Other	0	0	0	0
Other - Cable TV	2,358	3,443	(1,085)	3,443
Purchased Services	5,006	5,400	(394)	5,400
Recreation & Entertainment	7,541	9,112	(1,571)	9,112
Special Events	9,007	9,748	(741)	9,748
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(774)	(1,000)	226	(1,000)
Expenses - BM Client Programs	813,370	812,612	758	812,612
Total - BM Client Programs	804,183	802,662	1,521	802,662

**COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
High Intensity Needs - Prov Subsidy	(36,863)	(14,250)	(22,613)	(14,250)
Fall Prevention - Provincial Subsidy	(10,137)	(18,000)	7,863	(18,000)
Lab Fees - Provincial Subsidy	(7,445)	(8,000)	555	(8,000)
Phys-On-Call - Prov Subsidy (\$100 / bed)	(17,859)	(17,100)	(759)	(17,100)
RAI / MDS - Prov Subsidy	(86,864)	(81,800)	(5,064)	(81,800)
Recoveries - Other	(52,895)	0	(52,895)	0
Revenue - BM Nursing	(212,063)	(139,150)	(72,913)	(139,150)
Salaries - Direct	6,154,828	6,333,522	(178,694)	6,333,522
Benefits - Direct	1,143,895	1,123,925	19,970	1,123,925
Salary Allocations	(0)	0	(0)	0
Salaries - Admin	436,292	476,379	(40,087)	476,379
Benefits - Admin	111,162	126,505	(15,343)	126,505
Computer Operation & Maintenance	26,636	19,500	7,136	19,500
Depreciation	41,931	58,250	(16,319)	58,250
Equipment- Replacement	13,240	9,150	4,090	9,150
Equipment-Repairs & Maintenance	1,611	1,900	(289)	1,900
Fall Prevention	10,137	18,000	(7,863)	18,000
Furniture Replacements	0	0	0	0
High Intensity Needs	38,803	15,000	23,803	15,000
High Intensity Needs-Non Claims Based	29,650	42,705	(13,055)	42,705
Incontinent Supplies - (Funded at \$1.20 per diem)	100,569	76,980	23,589	76,980
Lab Fees	7,445	8,000	(555)	8,000
Medical Director - Funded (0.30 / day)	19,710	19,710	0	19,710
Medical Supplies & Medication	85,470	68,500	16,970	68,500
Memberships	0	0	0	0
Miscellaneous	2,947	1,223	1,724	1,223
Nurse Practitioner Expenses	15,526	22,874	(7,348)	22,874
Phys-On-Call - Funded Expenses (\$100 / bed)	17,859	17,100	759	17,100
Phys-On-Call - Un-Funded Expenses	141	0	141	0
Purchased Services	0	0	0	0
RAI / MDS - Expenses	92,549	87,344	5,205	87,344
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(41,931)	(58,250)	16,319	(58,250)
Expenses - BM Nursing	8,308,470	8,468,317	(159,847)	8,468,317
Total - BM Nursing	8,096,407	8,329,167	(232,760)	8,329,167

COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Raw Food Recoveries	(21,071)	(20,796)	(275)	(20,796)
Vending – Net Proceeds	(576)	(900)	324	(900)
Recoveries	(31,659)	(29,452)	(2,207)	(29,452)
Revenue - BM Dietary	(53,306)	(51,148)	(2,158)	(51,148)
Meat	156,657	149,894	6,763	149,894
Dairy	74,334	81,084	(6,750)	81,084
Bread	12,244	16,204	(3,960)	16,204
Groceries & Vegetables	378,267	382,990	(4,723)	382,990
Nutrition Supplements	20,436	17,402	3,034	17,402
Salaries	1,167,289	1,221,346	(54,057)	1,221,346
Employee Benefits	238,685	250,480	(11,795)	250,480
Salary Allocations	(68,107)	(68,107)	0	(68,107)
Computers - Operation & Maintenance	1,954	3,000	(1,046)	3,000
Depreciation	12,210	12,000	210	12,000
Dietary Supplies	55,724	71,957	(16,233)	71,957
Equipment - Operation/Maint.	4,895	8,860	(3,965)	8,860
Equipment - Replacements	1,463	19,500	(18,037)	19,500
Other Expenses	1,188	1,750	(562)	1,750
Purchased Services	778	600	178	600
Replacement - Dishes/Cutlery	4,756	9,633	(4,877)	9,633
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(12,210)	(12,000)	(210)	(12,000)
Expenses - BM Dietary	2,050,563	2,166,593	(116,030)	2,166,593
Total - BM Dietary	1,997,258	2,115,445	(118,187)	2,115,445

**COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - BM Housekeeping	(10,857)	(8,814)	(2,043)	(8,814)
Salaries	669,120	692,456	(23,336)	692,456
Employee Benefits	144,350	155,028	(10,678)	155,028
Depreciation	2,217	2,223	(6)	2,223
Equipment - Operation/Maint.	2,056	2,500	(444)	2,500
Equipment - Replacements	2,171	2,100	71	2,100
Furniture - Replacements	0	0	0	0
Housekeeping Supplies	72,734	71,673	1,061	71,673
Purchased Services	0	0	0	0
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(2,217)	(2,223)	6	(2,223)
Expenses - BM Housekeeping	890,431	923,757	(33,326)	923,757
Total - BM Housekeeping	879,574	914,943	(35,369)	914,943

**COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - BM Laundry	(10,027)	(3,327)	(6,700)	(3,327)
Salaries	331,453	329,713	1,740	329,713
Employee Benefits	76,244	77,705	(1,461)	77,705
Replacements	18,745	18,760	(15)	18,760
Depreciation	7,429	7,000	429	7,000
Equipment Operation/Maint.	7,893	10,800	(2,907)	10,800
Equipment Replacements	0	0	0	0
Laundry Supplies	23,373	24,983	(1,610)	24,983
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(7,429)	(7,000)	(429)	(7,000)
Expenses - BM Laundry	457,707	461,961	(4,254)	461,961
Total - BM Laundry	447,681	458,634	(10,953)	458,634

**COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Resident - Telephone System Recovery	(62,903)	(63,000)	97	(63,000)
Recoveries	(42,812)	(23,937)	(18,875)	(23,937)
Revenue - BM Building & Maintenance	(105,716)	(86,937)	(18,779)	(86,937)
Salaries	295,481	327,782	(32,301)	327,782
Employee Benefits	73,579	87,185	(13,606)	87,185
Computers - Operation & Maintenance	1,629	2,900	(1,271)	2,900
Depreciation	530,384	555,800	(25,416)	555,800
Equipment - Operation/Maint.	600	0	600	0
Equipment - Replacements	32,329	53,500	(21,171)	53,500
Furniture - Replacements	53,359	44,064	9,295	44,064
Natural Gas	90,132	105,000	(14,868)	105,000
Hydro	184,355	210,000	(25,645)	210,000
Insurance	54,278	55,873	(1,595)	55,873
Cell/Pager	0	0	0	0
Purchased Services	172,241	167,350	4,891	167,350
Resident - Telephone System	31,838	32,000	(162)	32,000
Repairs/Maint./Bldgs./Grounds	65,255	74,460	(9,205)	74,460
Travel	0	0	0	0
Surplus Adjustment - Depreciation	(530,384)	(555,800)	25,416	(555,800)
Water / Wastewater	120,367	120,000	367	120,000
Expenses - BM Building & Maintenance	1,175,443	1,280,114	(104,671)	1,280,114
Total - BM Building & Maintenance	1,069,728	1,193,177	(123,449)	1,193,177

COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Facility Rental	0	0	0	0
Gain / Loss from the Sale of an Asset	13,360	0	13,360	0
Proceeds from the Sale of an Asset	0	0	0	0
Recoveries	(115,209)	(69,912)	(45,297)	(69,912)
Revenue - BM Administration	(101,849)	(69,912)	(31,937)	(69,912)
Salaries	499,266	500,460	(1,194)	500,460
Employee Benefits	135,533	134,514	1,019	134,514
Salary Allocations	(25,154)	(25,154)	0	(25,154)
Accreditation	5,804	5,825	(21)	5,825
Admin Charges	110,148	94,673	15,475	94,673
Advertising/Awards Dinner	20,514	23,000	(2,486)	23,000
Audit	8,637	8,500	137	8,500
Computer/Internet Expenses	85,268	77,106	8,162	77,106
Conventions	2,463	3,000	(537)	3,000
Depreciation	17,672	19,500	(1,828)	19,500
Equipment - Operation/Maint.	10,102	8,340	1,762	8,340
Equipment - Replacements	0	400	(400)	400
Health & Safety Program	1,312	2,000	(688)	2,000
HR Charges	107,349	122,824	(15,475)	122,824
Insurance	47,846	42,000	5,846	42,000
IT Charges	66,257	66,257	0	66,257
Legal & Labour Contract Costs	17,811	25,000	(7,189)	25,000
Memberships	13,368	15,760	(2,392)	15,760
Postage / Courier	4,574	7,065	(2,491)	7,065
Printing & Stationery	18,562	19,300	(738)	19,300
Purchased Services	1,208	1,520	(312)	1,520
Staff Training	7,750	27,000	(19,250)	27,000
Surplus Adjustment - Depreciation	(17,672)	(19,500)	1,828	(19,500)
Telephone	13,990	15,300	(1,310)	15,300
Transportation - Residents	0	0	0	0
Travel	18,642	17,000	1,642	17,000
Uniform Allowance	17,745	20,000	(2,255)	20,000
Expenses - BM Administration	1,188,993	1,211,690	(22,697)	1,211,690
Total - BM Administration	1,087,144	1,141,778	(54,634)	1,141,778

COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Temporary Loan and Interest- Solar Project	123,767	123,767	(0)	123,767
Surplus Adjustment - Transfer to Reserve	49,024	49,024	0	49,024
Expenses - BM Non Subsidizable	172,791	172,791	(0)	172,791
<hr/>				
Capital - BM	446,278	486,225	(39,947)	486,225

COUNTY OF RENFREW
TREASURER'S REPORT - Bonnechere Manor
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
City of Pembroke -35.84%	(626,296)	(626,296)	0	(626,296)
County of Renfrew - 64.16%	(1,418,419)	(1,418,419)	0	(1,418,419)
Basic Accommodation	(3,565,456)	(3,470,638)	(94,818)	(3,470,638)
Bad Debts	5	0	5	0
Preferred Accommodation	(465,083)	(458,500)	(6,583)	(458,500)
Preferred Accommodation - HIN Claims	(29,160)	0	(29,160)	0
Respite Care	(12,725)	(15,400)	2,675	(15,400)
Estate Recoveries - Provincial	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Bed retention	0	0	0	0
Donations	0	0	0	0
Donations In Kind	0	0	0	0
Interest Income	(61,372)	(30,000)	(31,372)	(30,000)
Other Revenue - FIT	(105,466)	(123,767)	18,301	(123,767)
Internal Transfer - From ML	0	0	0	0
Other Revenue	0	0	0	0
Prov Revenue - Nursing & Personal Care	(6,614,964)	(6,639,462)	24,498	(6,639,462)
Prov Revenue - Program & Support Services	(755,042)	(652,895)	(102,147)	(652,895)
Prov Revenue - Raw Food	(626,765)	(626,778)	13	(626,778)
Prov Revenue - Other Accommodation	(66,024)	(203,674)	137,650	(203,674)
Prov Revenue - Accreditation	(23,652)	(23,652)	0	(23,652)
Prov Revenue - Equalization	(190,524)	(190,530)	6	(190,530)
Prov Revenue - High Wage	(92,772)	(92,773)	1	(92,773)
Prov Revenue - Pay Equity	(22,860)	(22,860)	0	(22,860)
Prov Revenue - Structural Compliance	(197,100)	(197,100)	0	(197,100)
Prov Revenue - HIN NPC	(42,708)	(42,705)	(3)	(42,705)
Prov Revenue - RN	(106,023)	(106,068)	45	(106,068)
Prov Revenue - PHYSIO	(37,260)	(149,040)	111,780	(149,040)
Prov - RPN Subsidy	0	0	0	0
Prov - Global LOC Subsidy	(87,219)	0	(87,219)	0
Prov - PSW / Behavioural Support Subsidy	(58,725)	(38,040)	(20,685)	(38,040)
Federal Subsidy - New Horizons	0	0	0	0
Prov Revenue - QAP	0	0	0	0
Prov Revenue - Falls Prevention	0	0	0	0
Surplus Adjustment - TRF from Reserves	(446,278)	(486,225)	39,947	(486,225)
Revenue - BM Other Revenue	(15,651,888)	(15,614,822)	(37,066)	(15,614,822)

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - ML Client Programs	0	0	0	0
Revenue - ML Nursing	(386,349)	(275,192)	(111,157)	(275,192)
Revenue - ML Dietary	(71,065)	(67,550)	(3,515)	(67,550)
Revenue - ML Housekeeping	(1,289)	0	(1,289)	0
Revenue - ML Laundry	(1,958)	0	(1,958)	0
Revenue - ML Building & Maintenance	(86,313)	(50,264)	(36,049)	(50,264)
Revenue - ML Administration	(50,893)	(5,000)	(45,893)	(5,000)
Revenue - ML Other Revenue	(15,312,954)	(15,200,331)	(112,623)	(15,200,331)
Revenue - ML	(15,910,820)	(15,598,337)	(312,483)	(15,598,337)
Expenses - ML Client Programs	743,846	741,846	2,000	741,846
Expenses - ML Nursing	8,284,157	8,398,158	(114,001)	8,398,158
Expenses - ML Dietary	1,986,584	2,014,614	(28,030)	2,014,614
Expenses - ML Housekeeping	867,328	883,777	(16,449)	883,777
Expenses - ML Laundry	276,752	274,303	2,449	274,303
Expenses - ML Building & Maintenance	1,094,253	1,109,831	(15,578)	1,109,831
Expenses - ML Administration	1,141,240	1,081,615	59,625	1,081,615
Expenses - Non Subsidizable	620,590	675,833	(55,243)	675,833
Expenses - ML	15,014,751	15,179,977	(165,226)	15,179,977
Capital - ML	477,895	418,360	59,535	418,360
Total - ML	(418,174)	0	(418,174)	0

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Federal	0	0	0	0
Recoveries	0	0	0	0
Revenue - ML Client Programs	0	0	0	0
Salaries	482,552	485,428	(2,876)	485,428
Employee Benefits	86,397	110,776	(24,379)	110,776
Salary Allocations	69,892	69,892	(0)	69,892
Computer Operation and Maint	2,591	3,000	(409)	3,000
Depreciation	2,139	1,200	939	1,200
Equipment - Replacements	2,297	3,000	(703)	3,000
Equipment Operation/Maint.	3,236	2,400	836	2,400
Hobby Crafts	3,418	5,000	(1,582)	5,000
Purchased Services-Physio	34,275	47,850	(13,575)	47,850
Purchased Services-Other	43,936	0	43,936	0
Recreation & Entertainment	11,816	11,000	816	11,000
Special Events	3,437	3,500	(63)	3,500
Surplus Adjustment - Depreciation	(2,139)	(1,200)	(939)	(1,200)
Expenses - ML Client Programs	743,846	741,846	2,000	741,846
Total - ML Client Programs	743,846	741,846	2,000	741,846

**COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
High Intensity Needs - Prov Subsidy	(30,066)	(6,650)	(23,416)	(6,650)
Fall Prevention - Prov Subsidy	(13,241)	(16,600)	3,359	(16,600)
Lab Fees - Prov Subsidy	(6,675)	(10,000)	3,325	(10,000)
Nurse Practitioner Provincial Subsidy	(122,844)	(122,853)	9	(122,853)
Nurse Practitioner BM Support	(15,526)	(22,874)	7,348	(22,874)
Phys-On-Call - Prov Subsidy (\$100 / bed)	(16,199)	(16,515)	316	(16,515)
RAI / MDS Prov Subsidy	(82,594)	(79,700)	(2,894)	(79,700)
Recoveries	(5,894)	0	(5,894)	0
Recoveries - Wages	(93,309)	0	(93,309)	0
Revenue - ML Nursing	(386,349)	(275,192)	(111,157)	(275,192)
Salaries - Direct	6,219,929	6,236,903	(16,974)	6,236,903
Employee Benefits - Direct	1,033,532	1,079,666	(46,134)	1,079,666
Salary Allocations	(14,368)	(14,368)	0	(14,368)
Salaries - Administration	386,420	401,478	(15,058)	401,478
Employee Benefits - Administration	104,029	112,404	(8,375)	112,404
Computer Operation and Maint	23,454	17,725	5,729	17,725
Depreciation	34,098	30,000	4,098	30,000
Equipment - Repairs & Maintenance	5,116	3,940	1,176	3,940
Equipment Replacement	0	0	0	0
High Intensity Needs	31,649	7,000	24,649	7,000
High Intensity Needs - Non Claims Based	16,795	38,778	(21,983)	38,778
Incontinent Supplies - (Funded at \$1.20 per diem)	93,974	72,700	21,274	72,700
Fall Prevention	13,241	16,600	(3,359)	16,600
Lab Fees	6,675	10,000	(3,325)	10,000
Medical Director - (0.30 / day)	18,177	18,177	0	18,177
Medical Nursing Supplies	91,860	100,000	(8,140)	100,000
Memberships	0	1,000	(1,000)	1,000
Nurse Practitioner Expenses	153,896	168,600	(14,704)	168,600
Phys-On-Call - Un-Funded	0	0	0	0
Phys-On-Call - Funded Exp (\$100 / bed)	16,199	16,515	(316)	16,515
RAI / MDS Expenses	83,579	111,040	(27,461)	111,040
Staff Training	0	0	0	0
Surplus Adjustment - Depreciation	(34,098)	(30,000)	(4,098)	(30,000)
Expenses - ML Nursing	8,284,157	8,398,158	(114,001)	8,398,158
Total - ML Nursing	7,897,808	8,122,966	(225,158)	8,122,966

**COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Raw Food Recoveries	(22,290)	(22,550)	260	(22,550)
Recoveries	(29,471)	(27,000)	(2,471)	(27,000)
Café M	(15,441)	(14,000)	(1,441)	(14,000)
Vending - Net Proceeds	(3,863)	(4,000)	137	(4,000)
Revenue - ML Dietary	(71,065)	(67,550)	(3,515)	(67,550)
Nutrition Supplements	21,872	18,000	3,872	18,000
HIN Nutrition - Non Claims Based	0	0	0	0
Groceries and Vegetables	321,130	318,658	2,472	318,658
Meat	186,558	193,561	(7,003)	193,561
Dairy	74,211	70,360	3,851	70,360
Salaries	1,141,923	1,156,900	(14,977)	1,156,900
Employee Benefits	223,914	261,337	(37,423)	261,337
Salary Allocations	(44,023)	(67,025)	23,002	(67,025)
Dietary Supplies	17,658	17,695	(37)	17,695
Computer Operation and Maint	1,895	500	1,395	500
Depreciation	20,250	20,250	0	20,250
Equipment - Operation and Replacement	6,432	6,500	(68)	6,500
Food Wrap & Disposable Items	7,459	7,800	(341)	7,800
Meals on Wheels Costs	3,081	3,000	81	3,000
Memberships and Subscriptions	(0)	0	(0)	0
Misc Supplies	0	0	0	0
Purchased Services - BM Staff Support	13,029	17,828	(4,799)	17,828
Replacement - Dishes/Cutlery	11,445	9,500	1,945	9,500
Surplus Adjustment - Depreciation	(20,250)	(20,250)	(0)	(20,250)
Expenses - ML Dietary	1,986,584	2,014,614	(28,030)	2,014,614
Total - ML Dietary	1,915,519	1,947,064	(31,545)	1,947,064

**COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - ML Housekeeping	(1,289)	0	(1,289)	0
Salaries	674,987	682,332	(7,345)	682,332
Employee Benefits	134,739	147,995	(13,256)	147,995
Depreciation	2,689	3,000	(311)	3,000
Equipment - Operation/Maint.	2,122	750	1,372	750
Equipment - Replacements	1,553	2,700	(1,147)	2,700
Furniture - Replacements	0	0	0	0
Housekeeping Supplies	53,928	50,000	3,928	50,000
Other	0	0	0	0
Purchased Services	0	0	0	0
Surplus Adjustment - Depreciation	(2,689)	(3,000)	311	(3,000)
Expenses - ML Housekeeping	867,328	883,777	(16,449)	883,777
Total - ML Housekeeping	866,039	883,777	(17,738)	883,777

**COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - ML Laundry	(1,958)	0	(1,958)	0
Salaries	203,125	197,380	5,745	197,380
Employee Benefits	40,385	46,268	(5,883)	46,268
Depreciation	4,561	4,600	(39)	4,600
Laundry Supplies	20,144	15,000	5,144	15,000
Equipment - Replacements	0	0	0	0
Equipment Operation/Maint.	1,463	2,105	(642)	2,105
Other	0	0	0	0
Purchased Services	0	0	0	0
Replacements	11,635	13,550	(1,915)	13,550
Surplus Adjustment - Depreciation	(4,561)	(4,600)	39	(4,600)
Expenses - ML Laundry	276,752	274,303	2,449	274,303
Total - ML Laundry	274,794	274,303	491	274,303

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries	(29,441)	(20,264)	(9,177)	(20,264)
Resident - Cable/Phone Recoveries	(56,872)	(30,000)	(26,872)	(30,000)
Revenue - ML Building & Maintenance	(86,313)	(50,264)	(36,049)	(50,264)
Salaries	241,335	247,271	(5,936)	247,271
Employee Benefits	55,115	68,299	(13,184)	68,299
Computer Operation and Maint	2,219	800	1,419	800
Depreciation	713,740	755,000	(41,260)	755,000
Equipment - Operation/Maint.	0	0	0	0
Equipment - Replacements	70,320	80,000	(9,680)	80,000
Furniture - Replacements	27,190	40,380	(13,190)	40,380
Hydro	189,288	210,000	(20,712)	210,000
Natural Gas	68,298	70,000	(1,702)	70,000
Insurance	65,233	68,300	(3,067)	68,300
Purchased Services	195,331	198,368	(3,037)	198,368
Resident - Cable System	21,208	0	21,208	0
Repairs/Maint./Bldgs./Grounds	115,351	86,413	28,938	86,413
Replacements/Capital	0	0	0	0
Surplus Adjustment - Depreciation	(713,740)	(755,000)	41,260	(755,000)
Water / Wastewater	43,366	40,000	3,366	40,000
Expenses - ML Building & Maintenance	1,094,253	1,109,831	(15,578)	1,109,831
Total - ML Building & Maintenance	1,007,941	1,059,567	(51,626)	1,059,567

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Gain / Loss on Disposal of Asset	0	0	0	0
Proceeds from the Sale of an Asset	0	0	0	0
Recoveries - Other	(50,893)	(5,000)	(45,893)	(5,000)
Revenue - ML Administration	(50,893)	(5,000)	(45,893)	(5,000)
Salaries	344,472	368,163	(23,691)	368,163
Employee Benefits	99,472	106,598	(7,126)	106,598
Salary Allocations	(11,501)	(11,501)	0	(11,501)
Accreditation	5,443	5,825	(382)	5,825
Advertising/Awards	15,224	15,000	224	15,000
Audit	8,637	8,500	137	8,500
Admin Charges	109,974	94,673	15,301	94,673
Computer Operation and Maint	112,977	46,640	66,337	46,640
Conventions	3,369	3,000	369	3,000
Depreciation	23,810	19,000	4,810	19,000
Equipment - Maintenance	6,416	7,000	(584)	7,000
Equipment - Replacements	0	0	0	0
Health & Safety Program	798	1,000	(202)	1,000
HR Charges	106,142	121,443	(15,301)	121,443
Insurance	44,359	39,000	5,359	39,000
Insurance Claim Costs	0	0	0	0
IT Charges	66,257	66,257	0	66,257
Legal & Labour Contract Costs	52,580	40,000	12,580	40,000
Memberships / Subscriptions	15,132	15,285	(153)	15,285
Postage	6,792	6,500	292	6,500
Printing & Stationery	17,532	16,520	1,012	16,520
Purchased Services - From BM	74,007	69,912	4,095	69,912
Recruiting	0	0	0	0
Staff Training	31,454	20,000	11,454	20,000
Surplus Adjustment - Depreciation	(23,810)	(19,000)	(4,810)	(19,000)
Telephone	12,790	23,300	(10,510)	23,300
Transportation	0	0	0	0
Travel	3,505	2,000	1,505	2,000
Uniform Allowance	15,410	16,500	(1,090)	16,500
Expenses - ML Administration	1,141,240	1,081,615	59,625	1,081,615
Total - ML Administration	1,090,347	1,076,615	13,732	1,076,615

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Debenture Payment - Interest Only	165,710	171,929	(6,219)	171,929
Surplus Adjustment - Debenture Principal	454,880	454,880	0	454,880
Surplus Adjustment - Transfer to Reserves	0	49,024	(49,024)	49,024
Expenses - Non Subsidizable	620,590	675,833	(55,243)	675,833
<hr/>				
Capital - ML	477,895	418,360	59,535	418,360

COUNTY OF RENFREW
TREASURER'S REPORT - Miramichi Lodge
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
City of Pembroke - 35.84%	(509,324)	(509,324)	0	(509,324)
County of Renfrew - 64.16%	(1,153,502)	(1,153,502)	(0)	(1,153,502)
Basic Accommodation	(3,351,361)	(3,250,486)	(100,875)	(3,250,486)
Bad Debt (Expense) / Recovery	(523)	0	(523)	0
Preferred Accommodation	(871,969)	(815,175)	(56,794)	(815,175)
Preferred Accommodation - HIN Claims	(14,765)	0	(14,765)	0
Respite Care	(17,239)	(16,154)	(1,085)	(16,154)
Estate Recoveries - Provincial	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Bed retention	0	0	0	0
Donations	(22,837)	0	(22,837)	0
Donations In Kind	(7,000)	0	(7,000)	0
Interest Income	(43,387)	(35,000)	(8,387)	(35,000)
Other Revenue	0	0	0	0
Prov Revenue - Nursing & Personal Care	(6,262,582)	(6,452,082)	189,500	(6,452,082)
Prov Revenue - Program & Support Services	(696,316)	(602,114)	(94,202)	(602,114)
Prov Revenue - Raw Food	(578,016)	(578,029)	13	(578,029)
Prov Revenue - Other Accommodation	(56,046)	(136,095)	80,049	(136,095)
Prov Revenue - Accreditation	(21,816)	(21,812)	(4)	(21,812)
Prov Revenue - Equalization	(174,492)	(174,499)	7	(174,499)
Prov Revenue - High Wage	(75,780)	(75,780)	0	(75,780)
Prov Revenue - Pay Equity	(22,560)	(22,560)	0	(22,560)
Prov Revenue - HIN NPC	(39,384)	(39,384)	0	(39,384)
Prov Revenue - RN	(106,023)	(106,068)	45	(106,068)
Prov Revenue - Physio	(34,362)	(137,448)	103,086	(137,448)
Provincial RPN Subsidy	0	0	0	0
Prov Revenue - QAP	0	0	0	0
Prov Revenue - Falls Prevention	0	0	0	0
Prov Revenue - Global LOC	(80,433)	0	(80,433)	0
Prov - PSW / Behavioural Support Subsidy	(44,037)	(29,352)	(14,685)	(29,352)
Provincial - Debenture Subsidy	(627,096)	(627,107)	11	(627,107)
Federal - New Horizons	(24,209)	0	(24,209)	0
Surplus Adjustment - Trf from Reserves	(477,895)	(418,360)	(59,535)	(418,360)
Revenue - ML Other Revenue	(15,312,954)	(15,200,331)	(112,623)	(15,200,331)

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Revenue - OW	(14,980,799)	(16,257,893)	1,277,094	(16,257,893)
Revenue - Child Care	(10,846,451)	(11,156,214)	309,763	(11,156,214)
Revenue - Housing	(5,217,007)	(5,433,287)	216,280	(5,433,287)
Revenue - RCHC	(14,205,890)	(13,982,760)	(223,130)	(13,982,760)
Revenue - Social Services Committee	(45,250,147)	(46,830,154)	1,580,007	(46,830,154)
Expenses - OW	16,006,027	17,460,761	(1,454,734)	17,460,761
Expenses - Child Care	11,314,582	11,668,205	(353,623)	11,668,205
Expenses - Housing	10,224,662	10,564,807	(340,145)	10,564,807
Expenses - RCHC	12,114,379	12,525,431	(411,052)	12,525,431
Expenses - Social Services Committee	49,659,650	52,219,204	(2,559,554)	52,219,204
Capital - OW Administration - County Building	9,487	0	9,487	0
Capital - RCHC	1,134,704	1,457,329	(322,625)	1,457,329
Capital - Social Services Committee	1,144,191	1,457,329	(313,138)	1,457,329
Total - Social Services Committee	5,553,693	6,846,379	(1,292,686)	6,846,379

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Revenue - OW Administration - County Building	(4,744)	0	(4,744)	0
Revenue - OW Administration - Pembroke Office	(5,876)	(10,000)	4,124	(10,000)
Revenue - OW Administration - Renfrew Office	0	0	0	0
Revenue - Provincial - Homelessness	(5,000)	(5,000)	0	(5,000)
Revenue - OW Administration - Other	(2,949,255)	(3,108,293)	159,038	(3,108,293)
Revenue - OW Benefits	(12,015,924)	(13,134,600)	1,118,676	(13,134,600)
Revenue - OW	(14,980,799)	(16,257,893)	1,277,094	(16,257,893)
Expenses - OW Administration - County Building	644,149	697,509	(53,360)	697,509
Expenses - OW Administration - Pembroke Office	1,487,525	1,578,217	(90,692)	1,578,217
Expenses - OW Administration - Renfrew Office	1,072,810	1,125,725	(52,915)	1,125,725
Expenses - OW Administration - Arnprior Office	396,401	444,310	(47,909)	444,310
Expenses - OW Administration - Other	353,742	412,000	(58,258)	412,000
Expenses - Homelessness	5,000	5,000	0	5,000
Expenses - OW Administration - Local Systems Support	28,264	40,000	(11,736)	40,000
Expenses - OW Benefits	12,018,135	13,158,000	(1,139,865)	13,158,000
Expenses - OW	16,006,027	17,460,761	(1,454,734)	17,460,761
Capital - OW Administration - County Building	9,487	0	9,487	0
Total - OW	1,034,715	1,202,868	(168,153)	1,202,868

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Revenue - OW Administration - County Building	(4,744)	0	(4,744)	0
SALARIES	188,950	199,999	(11,049)	199,999
BENEFITS	53,436	56,135	(2,699)	56,135
PURCHASED SERVICES	0	10,000	(10,000)	10,000
ADMIN CHARGE	107,648	99,997	7,651	99,997
HUMAN RESOURCES	53,070	60,721	(7,651)	60,721
IT CHARGE	66,257	66,257	0	66,257
OTHER INTERNAL CHARGE	88,767	79,700	9,067	79,700
STAFF TRAINING	15,889	20,000	(4,111)	20,000
RECRUITMENT	0	2,000	(2,000)	2,000
TRAVEL	13,067	9,000	4,067	9,000
OFFICE SUPPLIES	2,010	2,000	10	2,000
PHOTOCOPY EXP.	988	500	488	500
POSTAGE	129	200	(71)	200
CELL TELEPHONE/PAGER	629	1,100	(471)	1,100
HEALTH & SAFETY	0	400	(400)	400
TELEPHONE	1,855	2,000	(145)	2,000
COMMUNICATION FEES	30,577	35,000	(4,423)	35,000
OFFICE EQUIPMENT/MAINTENANCE	0	500	(500)	500
LEGAL COSTS	252	25,000	(24,748)	25,000
SPECIAL PROJECTS	0	0	0	0
MEMBERSHIP FEES	7,034	12,000	(4,966)	12,000
INSURANCE	7,220	7,000	220	7,000
MANDATORY DENTAL ADMINISTRATION	6,371	8,000	(1,629)	8,000
SPECIAL PROJECTS	0	0	0	0
OTHER RECOVERIES	0	0	0	0
DEPRECIATION	22,881	24,500	(1,619)	24,500
SURPLUS ADJ - DEPRECIATION	(22,881)	(24,500)	1,619	(24,500)
Expenses - OW Administration - County Building	644,149	697,509	(53,360)	697,509
Capital - OW Administration - County Building	9,487	0	9,487	0
Total - OW Administration - County Building	648,893	697,509	(48,616)	697,509

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Revenue - OW Administration - Pembroke Office	(5,876)	(10,000)	4,124	(10,000)
SALARIES	987,067	1,021,219	(34,152)	1,021,219
BENEFITS	254,646	296,069	(41,423)	296,069
TRAVEL	15,816	16,000	(184)	16,000
HEALTH & SAFETY	620	750	(130)	750
OFFICE SUP.	26,959	25,000	1,959	25,000
COMPUTER EXP	2,385	4,251	(1,866)	4,251
PHOTOCOPY EXP	1,835	2,200	(365)	2,200
POSTAGE	23,754	25,000	(1,246)	25,000
CELL TELEPHONE/PAGER	6,828	7,000	(172)	7,000
TELEPHONE	20,247	20,000	247	20,000
OFFICE EQUIPMENT/MAINTENANCE	1,413	12,000	(10,587)	12,000
LEASE	145,955	148,728	(2,773)	148,728
LEGAL	0	0	0	0
RENOVATIONS	0	0	0	0
WITNESS FEES	0	0	0	0
Expenses - OW Administration - Pembroke Office	1,487,525	1,578,217	(90,692)	1,578,217
Total - OW Administration - Pembroke Office	1,481,649	1,568,217	(86,568)	1,568,217

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>Variance</u>	<u>Full Year</u> <u>Budget</u>
Revenue - OW Administration - Renfrew Office	0	0	0	0
SALARIES	488,658	511,324	(22,666)	511,324
BENEFITS	116,287	145,187	(28,900)	145,187
TRAVEL	7,331	8,000	(669)	8,000
HEALTH & SAFETY	500	750	(250)	750
OFFICE SUPP.	8,995	6,000	2,995	6,000
COMPUTER EXP	1,391	2,126	(735)	2,126
PHOTOCOPY EXP	756	600	156	600
LEASE - County	128,738	128,738	(0)	128,738
LEASE - Internal - Renovations	300,000	300,000	0	300,000
BUILDING RENOVATIONS	0	0	0	0
POSTAGE	11,195	11,000	195	11,000
CELL TELEPHONE/PAGER	3,965	4,000	(35)	4,000
WITNESS FEES	0	0	0	0
CAPITAL UNDER THRESHOLD	0	0	0	0
TELEPHONE	4,995	8,000	(3,005)	8,000
OFFICE EQUIP/MAINT	0	0	0	0
LEASE	0	0	0	0
Expenses - OW Administration - Renfrew Office	1,072,810	1,125,725	(52,915)	1,125,725
Total - OW Administration - Renfrew Office	1,072,810	1,125,725	(52,915)	1,125,725

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
SALARIES	255,017	275,863	(20,846)	275,863
BENEFITS	60,019	79,746	(19,727)	79,746
TRAVEL	3,615	5,000	(1,385)	5,000
HEALTH & SAFETY	0	700	(700)	700
OFFICE SUPPLIES	1,987	3,000	(1,013)	3,000
COMPUTER EXP	795	1,215	(420)	1,215
PHOTOCOPY EXP	444	600	(156)	600
POSTAGE	5,873	6,000	(127)	6,000
CELL TELEPHONE	1,680	2,000	(320)	2,000
TELEPHONE	8,377	7,300	1,077	7,300
CAPITAL UNDER THRESHOLD	0	0	0	0
LEASE - External	5,100	5,100	0	5,100
LEASE - Internal	53,493	57,786	(4,293)	57,786
RENOVATIONS	0	0	0	0
WITNESS FEES	0	0	0	0
Expenses - OW Administration - Arnprior Office	396,401	444,310	(47,909)	444,310
EMPLOYMENT RELATED EXPENSES	352,242	410,000	(57,758)	410,000
LEAP INCENTIVES	1,500	2,000	(500)	2,000
Expenses - OW Administration - Other	353,742	412,000	(58,258)	412,000
Revenue - Provincial - Homelessness	(5,000)	(5,000)	0	(5,000)
Expenses - Homelessness	5,000	5,000	0	5,000
Total - Homelessness	0	0	0	0
EQUIPMENT	28,264	40,000	(11,736)	40,000
Expenses - OW Administration - Local Systems Support	28,264	40,000	(11,736)	40,000
PROV REVENUE 100%	0	0	0	0
PEMBROKE	(405,175)	(433,462)	28,287	(433,462)
O.W. PROV SUBS UPLOAD FUNDING	(1,106,400)	(1,061,900)	(44,500)	(1,061,900)
OW - SURPLUS ADJ - TRF FROM RESERVE	0	0	0	0
PROV REVENUE 50%	(1,437,679)	(1,612,931)	175,252	(1,612,931)
PROV REVENUE 100%	0	0	0	0
Revenue - OW Administration - Other	(2,949,255)	(3,108,293)	159,038	(3,108,293)

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
CITY OF PEMBROKE REVENUE- SA BENEFITS	(867.58)	(8,600)	7,732.42	(8,600)
SOCIAL ASSISTANCE 80/20 - RECOVERIES	(295,154.50)	(315,000)	19,845.50	(315,000)
PROVINCIAL SA BENEFIT SUBSIDY 80/20	(11,719,902.39)	(12,811,000)	1,091,097.61	(12,811,000)
PROVINCIAL SOC ASSIST SUBS. 100%	0.00	0	0.00	0
Revenue - OW Benefits	(12,015,924)	(13,134,600)	1,118,676	(13,134,600)
SOCIAL ASSISTANCE 80/20	11,176,853	12,115,000	(938,147)	12,115,000
DISCRETIONARY - HEALTH	182,350	225,000	(42,650)	225,000
DISCRETIONARY - NON HEALTH	1,316	10,000	(8,684)	10,000
FUNERALS & BURIALS	190,398	160,000	30,398	160,000
FUNERALS 100% MUNIC.	3,078	32,000	(28,922)	32,000
TRANSITION CHILD BENEFIT	24,322	66,000	(41,678)	66,000
MAND SPEC NEC	439,817	550,000	(110,183)	550,000
CHILDREN'S DENTAL	0	0	0	0
Expenses - OW Benefits	12,018,135	13,158,000	(1,139,865)	13,158,000
Total - OW Benefits	2,211	23,400	(21,189)	23,400

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Revenue - Child Care Admin	(149,497)	(186,417)	36,920	(186,417)
Revenue - Child Care Base	(5,530,343)	(5,619,689)	89,346	(5,619,689)
Revenue - Child Care Special Purpose	(3,294,198)	(3,514,056)	219,858	(3,514,056)
Revenue - Child Care Special Needs	0	0	0	0
Revenue - Child Care Licenced Family Home	(352,132)	(315,000)	(37,132)	(315,000)
Revenue - Child Care Early Years	(1,520,281)	(1,521,052)	771	(1,521,052)
Revenue - Child Care	(10,846,451)	(11,156,214)	309,763	(11,156,214)
Expenses - Child Care Admin	553,936	641,436	(87,500)	641,436
Expenses - Child Care Base	4,754,463	4,653,504	100,959	4,653,504
Expenses - Child Care Special Purpose	3,294,198	3,514,056	(219,858)	3,514,056
Expenses - Child Care Special Needs	839,572	1,023,157	(183,585)	1,023,157
Expenses - Child Care Licenced Family Home	352,132	315,000	37,132	315,000
Expenses - Child Care Early Years	1,520,281	1,521,052	(771)	1,521,052
Expenses - Child Care	11,314,582	11,668,205	(353,623)	11,668,205
Total - Child Care	468,131	511,991	(43,860)	511,991

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>Variance</u>	<u>Full Year</u> <u>Budget</u>
PROVINCIAL SUBSIDY - EARLY YEARS PLANNING	0	0	0	0
PROVINCIAL SUBSIDY - DATA ANALYSIS	0	0	0	0
CITY OF PEMBROKE - CHILD CARE	(53,365)	(59,243)	5,878	(59,243)
RECOVERABLE - OTHER	0	0	0	0
RECOVERABLE - COUNTY	(36,282)	(67,323)	31,041	(67,323)
PROVINCIAL SUBSIDY - ADMIN 50%	(59,851)	(59,851)	0	(59,851)
Revenue - Child Care Admin	(149,497)	(186,417)	36,920	(186,417)
ADMINISTRATION CHARGES	23,645	21,645	2,000	21,645
HR CHARGES	13,872	15,872	(2,000)	15,872
IT CHARGES	16,513	16,513	0	16,513
MEMBERSHIP FEES	2,328	1,100	1,228	1,100
DEPRECIATION	0	6,624	(6,624)	6,624
SURPLUS ADJ - DEPRECIATION	0	(6,624)	6,624	(6,624)
SALARIES	292,753	356,933	(64,180)	356,933
BENEFITS	67,041	83,770	(16,729)	83,770
STAFF DEVELOPMENT	1,897	3,000	(1,103)	3,000
RECRUITMENT	0	500	(500)	500
TRAVEL	5,404	6,500	(1,097)	6,500
OFFICE SUPPLIES	10,093	17,000	(6,907)	17,000
COMPUTERS	18,859	15,000	3,859	15,000
PHOTOCOPY EXP.	1,217	3,000	(1,783)	3,000
POSTAGE & COURIER	3,843	4,500	(657)	4,500
TELEPHONE	6,974	8,000	(1,026)	8,000
COMMUNICATION FEES	4,024	9,000	(4,976)	9,000
EQUIP. REPLACEMENT	0	0	0	0
EQUIP. OPERATION	0	1,000	(1,000)	1,000
AUDIT	505	500	5	500
LEGAL COSTS	8,113	0	8,113	0
SPECIAL PROJECTS	0	0	0	0
LEASE - External	64,954	65,546	(592)	65,546
LEASE - County	4,219	4,557	(338)	4,557
JANITORIAL COSTS	7,683	7,500	183	7,500
RENOVATIONS	0	0	0	0
Expenses - Child Care Admin	553,936	641,436	(87,500)	641,436
Total - Child Care Admin	404,439	455,019	(50,580)	455,019

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
PROVINCIAL SUBSIDY - CHILD CARE 80%	(1,846,577)	(1,846,577)	0	(1,846,577)
PROVINCIAL SUBSIDY - 100%	(3,683,766)	(3,773,112)	89,346	(3,773,112)
Revenue - Child Care Base	(5,530,343)	(5,619,689)	89,346	(5,619,689)
CC ONTARIO WORKS INFORMAL A401	2,150	0	2,150	0
GENERAL OPERATING	1,431,395	1,205,547	225,848	1,205,547
CC ONTARIO WORKS FORMAL A400	86,158	75,000	11,158	75,000
CHILD CARE FEE SUBSIDY	3,111,804	3,250,000	(138,196)	3,250,000
PAY EQUITY	122,957	122,957	(0)	122,957
Expenses - Child Care Base	4,754,463	4,653,504	100,959	4,653,504
Total - Child Care Base	(775,880)	(966,185)	190,305	(966,185)

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
PROVINCIAL SUBSIDY - One Time	0	0	0	0
PROVINCIAL SUBSIDY - 100%	(3,294,198)	(3,514,056)	219,858	(3,514,056)
SURPLUS ADJ - TRF FROM RESERVE	0	0	0	0
Revenue - Child Care Special Purpose	(3,294,198)	(3,514,056)	219,858	(3,514,056)
Internal Charge - Expansion	0	0	0	0
Internal Charge - ELCC	0	0	0	0
Internal Charge - Fee Stabilization	36,282	0	36,282	0
TRANSITION CAPITAL	0	0	0	0
STABILIZATION	38,622	240,197	(201,575)	240,197
REPAIRS & MAINT	18,066	16,906	1,160	16,906
CAPACITY FUNDING	47,049	44,686	2,363	44,686
TRANSFORMATION	0	0	0	0
WAGE ENHANCEMENT	848,451	974,116	(125,665)	974,116
EXPANSION PLAN	1,586,183	1,684,383	(98,200)	1,684,383
EARLY LEARNING & CHILD CARE	609,145	553,768	55,377	553,768
LHCC Base Funding	110,400	0	110,400	0
Expenses - Child Care Special Purpose	3,294,198	3,514,056	(219,858)	3,514,056
Total - Child Care Special Purpose	0	0	(0)	0

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
PROV SUBSIDY - Special Needs	0	0	0	0
SPEC NEEDS - OUTSIDE RECOVERY	0	0	0	0
Revenue - Child Care Special Needs	0	0	0	0
PROGRAM SUPPLIES	149	3,000	(2,851)	3,000
SALARIES	251,888	337,925	(86,037)	337,925
PURCHASED SERVICES	0	0	0	0
RESOURCE PROGRAM	472,617	550,000	(77,383)	550,000
PURCHASED SERVICES - Directly Operated	1,904	0	1,904	0
ADMIN CHARGE	0	0	0	0
HR CHARGE	0	0	0	0
IT CHARGE	0	0	0	0
BENEFITS	59,430	81,447	(22,017)	81,447
STAFF DEVELOPMENT	0	0	0	0
RECRUITMENT	0	0	0	0
TRAVEL	14,279	12,000	2,279	12,000
OFFICE SUPPLIES	0	0	0	0
COMPUTERS	0	0	0	0
PHOTOCOPY EXP.	224	0	224	0
POSTAGE & COURIER	0	0	0	0
TELEPHONE	2,294	2,000	294	2,000
COMMUNICATION FEES	0	0	0	0
LEGAL	0	0	0	0
LEASE - External	36,785	36,785	0	36,785
LEASE - County	0	0	0	0
JANITORIAL COSTS	0	0	0	0
Expenses - Child Care Special Needs	839,572	1,023,157	(183,585)	1,023,157
Total - Child Care Special Needs	839,572	1,023,157	(183,585)	1,023,157

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
Parent Fees	(106,256)	(45,000)	(61,256)	(45,000)
Other Revenue	(245,877)	(270,000)	24,123	(270,000)
Revenue - Child Care Licenced Family Home	(352,132)	(315,000)	(37,132)	(315,000)
SALARIES	113,749	117,667	(3,918)	117,667
BENEFITS	18,924	21,075	(2,151)	21,075
TRAVEL	3,086	0	3,086	0
OFFICE SUPPLIES	0	8,258	(8,258)	8,258
COMPUTER SUPPLY/MAINTENANCE	0	0	0	0
CELL TELEPHONE/PAGERS	1,124	0	1,124	0
LEGAL	0	0	0	0
PROVIDER PAYMENTS	213,645	160,000	53,645	160,000
PROGRAM EXPENSES	1,605	8,000	(6,395)	8,000
Expenses - Child Care Licenced Family Home	352,132	315,000	37,132	315,000
Total - Child Care Licenced Family Home	0	0	0	0

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
PROVINCIAL SUBSIDY - EARLY YEARS Journey Together	(212,095)	0	(212,095)	0
PROVINCIAL SUBSIDY - Early Years	(1,308,186)	(1,521,052)	212,866	(1,521,052)
Revenue - Child Care Early Years	(1,520,281)	(1,521,052)	771	(1,521,052)
SALARIES	124,634	141,326	(16,692)	141,326
PURCHASED SERVICES	1,146,001	1,113,592	32,409	1,113,592
PURCH SERV-JOURNEY TOGETHER	212,095	192,813	19,282	192,813
INTERNAL CHG- OTHER	0	19,282	(19,282)	19,282
BENEFITS	32,857	40,539	(7,682)	40,539
TRAINING	150	0	150	0
TRAVEL	3,657	0	3,657	0
OFFICE SUPPLIES	30	13,500	(13,470)	13,500
COMPUTERS	0	0	0	0
CELL TELEPHONE	856	0	856	0
LEGAL	0	0	0	0
Expenses - Child Care Early Years	1,520,281	1,521,052	(771)	1,521,052
Total - Child Care Early Years	0	0	0	0

COUNTY OF RENFREW
TREASURER'S REPORT - Social Services Committee
December 2019

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>Full Year Budget</u>
PROV SUBS HOUSING - STRONG COMMUNITY RENT SUP	(140,086)	(140,086)	0	(140,086)
PROV SUBS HOUSING - CONS HOMELESSNESS PREV IN	(921,392)	(1,401,059)	479,667	(1,401,059)
PROV SUBS HOUSING - IAH	(803,553)	(505,100)	(298,453)	(505,100)
PROV SUBS HOUSING-SDV-PHB	(9,352)	0	(9,352)	0
PROV SUBS HOUSING - SIF	(241,401)	0	(241,401)	0
HOUSING- PROV SUBS-OPHI	(26,421)	0	(26,421)	0
HOUSING- PROV SUBS-COCHI	0	0	0	0
HOUSING - PROV SUBS - CHPI SSRF (COVID)	0	0	0	0
PROV (FED) SUBSIDY -SOCIAL HOUSING-Prov Rev	(1,234,312)	(1,234,311)	(1)	(1,234,311)
SOCIAL HOUSING - PEMBROKE SHARE-Pembroke Rev	(570,848)	(593,770)	22,922	(593,770)
HOUSING - PEMBROKE CONTRIB - CAPITAL	(104,002)	(138,864)	34,862	(138,864)
HOUSING - OUTSIDE RECOVERABLE-Recoveries - Outside	(228,281)	(220,000)	(8,281)	(220,000)
HOUSING - SURPLUS ADJ - TRF FROM RESERVE	(937,359)	(1,200,097)	262,738	(1,200,097)
Revenue - Housing	(5,217,007)	(5,433,287)	216,280	(5,433,287)
HOUSING - PURCHASED SERVICES - HPP UPDATE	0	50,000	(50,000)	50,000
HOUSING - ADMIN CHARGES	124,244	112,855	11,389	112,855
HOUSING - HR CHARGES	79,003	90,392	(11,389)	90,392
HOUSING - IT CHARGES	33,161	33,161	0	33,161
HOUSING- Transfer-RCHC BASE	5,261,499	5,228,193	33,306	5,228,193
HOUSING- Transfer-RCHC-RENT SUPP	140,086	140,086	(0)	140,086
HOUSING- Transfer-RCHC CHPI	921,392	1,401,059	(479,667)	1,401,059
HOUSING- Transfer-RCHC IAH	803,553	505,100	298,453	505,100
HOUSING- Transfer -RCHC-SDV-PHP	9,352	0	9,352	0
HOUSING- Transfer - SIF 5% ADMIN	241,401	0	241,401	0
HOUSING - Transfer - CAPITAL	1,016,336	1,338,961	(322,625)	1,338,961
HOUSING- Transfer-RCHC-OPHI	26,421	0	26,421	0
HOUSING- Transfer-RCHC-COCHI	0	0	0	0
HOUSING- Transfer-RCHC-CHPI SSRF(COVID)	0	0	0	0
HOUSING-TRAINING	71	0	71	0
HOUSING - TRAVEL	3,309	2,000	1,309	2,000
HOUSING - OFFICE SUPPLIES-OFF SUPPLIES	52	1,000	(948)	1,000
HOUSING - POSTAGE	135	0	135	0
HOUSING - TELEPHONE	5	0	5	0
HOUSING-MEMBERSHIPS-Membership	725	0	725	0
HOUSING - AFFORDABLE HOUSING - TAX REBATES	11,086	12,000	(914)	12,000
SOCIAL HOUSING - NON-PROFIT	1,552,831	1,650,000	(97,169)	1,650,000
HOUSING - COVID19 (CHPI)	0	0	0	0
Expenses - Housing	10,224,662	10,564,807	(340,145)	10,564,807
Total - Housing	5,007,655	5,131,520	(123,865)	5,131,520

Renfrew County Housing Corporation
Consolidated Treasurer's Report
December 2019

	YTD <u>Actual</u>	YTD <u>Budget</u>	<u>Variance</u>	Full Year <u>Budget</u>
GAIN / (LOSS) - DISPOSAL OF ASSETS	54,850	0	54,850	0
INTEREST ON INVESTMENTS	(68,783)	(25,000)	(43,783)	(25,000)
MISC REVENUE	(125,545)	(80,100)	(45,445)	(80,100)
PROV SUBSIDY - DEBENTURES	(1,010,047)	(1,010,047)	0	(1,010,047)
Surplus Adjustment - Transfer from Reserves	(118,368)	(118,368)	0	(118,368)
TENANT REVENUE	(4,519,355)	(4,135,846)	(383,509)	(4,135,846)
COUNTY TRANSFER - BASE	(5,261,499)	(5,228,193)	(33,306)	(5,228,193)
COUNTY TRANSFER - CAPITAL	(1,016,336)	(1,338,961)	322,625	(1,338,961)
COUNTY TRANSFER - CHPI	(795,751)	(1,260,953)	465,202	(1,260,953)
COUNTY TRANSFER - CHPI ADMIN	(125,641)	(140,106)	14,465	(140,106)
COUNTY TRANSFER - COCHI	0	0	0	0
COUNTY TRANSFER - COCHI Admin	0	0	0	0
COUNTY TRANSFER - OPHI	(26,421)	0	(26,421)	0
COUNTY TRANSFER - OPHI Admin	0	0	0	0
COUNTY TRANSFER - IAH - Ontario Renovates	(638,814)	(359,845)	(278,969)	(359,845)
COUNTY TRANSFER - IAH - HADD	(66,000)	(120,000)	54,000	(120,000)
COUNTY TRANSFER - IAH Home Ownership	(66,550)	0	(66,550)	0
COUNTY TRANSFER - IAH Admin	(32,189)	(25,255)	(6,934)	(25,255)
COUNTY TRANSFER - SIF - SDV - PHB	0	0	0	0
COUNTY TRANSFER - SIF - SDV - PHB Admin	(7,954)	0	(7,954)	0
COUNTY TRANSFER - SIF- Ontario Renovates	(234,885)	0	(234,885)	0
COUNTY TRANSFER - SIF ADMIN	(6,516)	0	(6,516)	0
COUNTY TRANSFER - SHIP	0	0	0	0
COUNTY TRANSFER - STRONG COMM Rent Supplement	(140,086)	(140,086)	0	(140,086)
Revenue - RCHC	(14,205,890)	(13,982,760)	(223,130)	(13,982,760)
SALARIES	1,843,655	1,876,943	(33,288)	1,876,943
BENEFITS	393,382	460,511	(67,129)	460,511
ADMINISTRATION	1,128,696	1,170,971	(42,275)	1,170,971
BUILDING - HEAT LIGHT POWER	906,342	1,000,000	(93,658)	1,000,000
BUILDING - REPAIRS & MAINTENANCE	437,475	378,250	59,225	378,250
BUILDING - NATURAL GAS	184,840	206,000	(21,160)	206,000
BUILDING - HEATING & PLUMBING	96,195	92,200	3,995	92,200
BUILDING - TAXES	1,572,530	1,575,252	(2,722)	1,575,252
BUILDING - WATER	718,505	654,149	64,356	654,149
BUILDING - ELEVATOR	43,764	65,000	(21,236)	65,000
BUILDING - PAINTING	147,742	234,000	(86,258)	234,000
BUILDING - GARBAGE REMOVAL	60,525	62,124	(1,599)	62,124
BUILDING - SNOW REMOVAL	232,579	193,620	38,959	193,620
BUILDING - GROUNDS KEEPING	47,374	60,000	(12,626)	60,000
BUILDING - CAPITAL REPAIRS - non TCA	582,017	818,670	(236,653)	818,670
FINANCIAL - DEPRECIATION	1,038,500	994,000	44,500	994,000
FINANCIAL - RENT WAIVER	239,880	223,324	16,556	223,324
FINANCIAL - MORTGAGE - INTEREST	1,048,272	1,055,811	(7,539)	1,055,811
FINANCIAL - RENT SUPPLEMENT	225,960	284,502	(58,542)	284,502
FINANCIAL - STRONG COMMUNITY RENT SUPP	137,653	140,086	(2,433)	140,086
FINANCIAL - CHPI	795,751	1,260,953	(465,202)	1,260,953
FINANCIAL - SDV - PHB 90%	0	0	0	0
FINANCIAL - COCHI	0	0	0	0
FINANCIAL - OPHI	26,421	0	26,421	0
FINANCIAL - ONTARIO RENOVATES (IAH & SIF)	873,699	359,845	513,854	359,845
FINANCIAL - IAH HADD	66,000	120,000	(54,000)	120,000
FINANCIAL - IAH - HOME OWNERSHIP	66,550	0	66,550	0
Surplus Adjustment - Depreciation	(1,038,500)	(994,000)	(44,500)	(994,000)
Surplus Adjustment - Mortgage Principal	238,572	233,220	5,352	233,220
Surplus Adjustment - Transfer to Reserves	0	0	0	0
Expenses - RCHC	12,114,379	12,525,431	(411,052)	12,525,431
Capital - RCHC	1,134,704	1,457,329	(322,625)	1,457,329
Total - RCHC	(956,807)	0	(956,807)	0

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Infrastructure Management	0	0	0	0
Revenue - Administration	(60)	0	(60)	0
Revenue - Maintenance	(84,055)	(100,000)	15,945	(100,000)
Revenue - Equipment	(27,224)	(30,000)	2,776	(30,000)
Revenue - Housing	(483)	0	(483)	0
Revenue - Other	(6,426,454)	(6,847,451)	420,997	(6,847,451)
Revenue - Operations Committee	(6,538,276)	(6,977,451)	439,175	(6,977,451)
Expenses - Infrastructure Management	401,582	566,443	(164,861)	566,443
Expenses - Administration	1,019,183	1,084,127	(64,944)	1,084,127
Expenses - Maintenance	5,783,541	5,533,012	250,529	5,533,012
Expenses - Equipment	1,290,069	1,178,970	111,099	1,178,970
Expenses - Housing	143,931	182,000	(38,069)	182,000
Expenses - Operations Committee	8,638,306	8,544,552	93,754	8,544,552
Capital - Administration	0	0	0	0
Capital - Equipment	717,652	868,000	(150,348)	868,000
Capital - Housing	257,421	113,000	144,421	113,000
Capital - Construction	11,285,456	13,988,898	(2,703,442)	13,988,898
Capital - Operations Committee	12,260,528	14,969,898	(2,709,370)	14,969,898
Total - Operations Committee	14,360,558	16,536,999	(2,176,441)	16,536,999

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Infrastructure Management	0	0	0	0
Salaries	258,772	278,073	(19,301)	278,073
Benefits	62,685	67,120	(4,435)	67,120
Capital Projects - Under Threshold	16,065	0	16,065	0
Legal - Right of Way	0	0	0	0
Misc	3,936	10,000	(6,064)	10,000
Purchased Services	0	0	0	0
Special Projects	45,924	191,250	(145,326)	191,250
Supplies	14,201	20,000	(5,799)	20,000
Expenses - Infrastructure Management	401,582	566,443	(164,861)	566,443
Total - Infrastructure Management	401,582	566,443	(164,861)	566,443

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries	(60)	0	(60)	0
Recoveries - Federal	0	0	0	0
Revenue - Administration	(60)	0	(60)	0
Salaries	441,851	503,769	(61,918)	503,769
Benefits	128,888	138,758	(9,870)	138,758
Advertising	14,274	10,000	4,274	10,000
Bad Debts	0	0	0	0
Answering Service	4,963	4,500	463	4,500
Cell Telephone/Pager	13,260	10,000	3,260	10,000
Communications(Radio System)	63,378	70,000	(6,622)	70,000
Computer Hrdwr/Sftwr	53,200	53,200	0	53,200
Conferences & Conventions	8,849	6,200	2,649	6,200
Courier	455	750	(295)	750
Health & Safety (Protection)	35,292	34,500	792	34,500
Insurance	102,876	104,000	(1,124)	104,000
Insurance Claims Expense	46,598	30,000	16,598	30,000
Internet	6,605	3,500	3,105	3,500
Legal Fees	3,942	20,000	(16,058)	20,000
Membership Fees	6,648	8,000	(1,352)	8,000
Office Equipment Replacement	3,495	4,000	(505)	4,000
Office Supplies/Publications/Awards	12,954	13,500	(546)	13,500
Photocopier Supplies/Maint	2,521	4,200	(1,679)	4,200
Postage	303	750	(447)	750
Recruitment	26,763	25,000	1,763	25,000
Staff Training	21,216	20,000	1,216	20,000
Telephone	8,686	11,000	(2,314)	11,000
Travel	12,166	8,500	3,666	8,500
Expenses - Administration	1,019,183	1,084,127	(64,944)	1,084,127
Capital - Administration	0	0	0	0
Total - Administration	1,019,123	1,084,127	(65,004)	1,084,127

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Revenue - Maintenance	(84,055)	(100,000)	15,945	(100,000)
Salaries	1,862,591	1,826,660	35,931	1,826,660
Benefits	466,392	498,352	(31,960)	498,352
Bridges and Culverts	71,450	20,000	51,450	20,000
Roadside Maintenance	89,326	200,000	(110,674)	200,000
Hard Top Maintenance	267,836	360,000	(92,164)	360,000
Loose Top Maintenance	0	0	0	0
Winter Control	2,501,106	2,058,000	443,106	2,058,000
Safety Devices	524,840	570,000	(45,160)	570,000
Misc	0	0	0	0
Expenses - Maintenance	5,783,541	5,533,012	250,529	5,533,012
Total - Maintenance	5,699,486	5,433,012	266,474	5,433,012

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Vehicle Operating Revenue	(12,845)	(20,000)	7,155	(20,000)
Recoveries	(14,379)	(10,000)	(4,379)	(10,000)
Surplus Adjustment - Trf From Reserves	0	0	0	0
Revenue - Equipment	(27,224)	(30,000)	2,776	(30,000)
Salaries	214,004	204,291	9,713	204,291
Benefits	57,366	56,664	702	56,664
Salary Allocations	(86,452)	(86,985)	533	(86,985)
Small Equipment, Misc	54,541	64,000	(9,459)	64,000
Vehicle Operating Costs - Fuel	435,520	400,000	35,520	400,000
Vehicle Operating Costs - Insurance	38,812	42,000	(3,188)	42,000
Vehicle Operating Costs - Licence	58,955	55,000	3,955	55,000
Vehicle Operating Costs - Repairs & Supplies	517,322	444,000	73,322	444,000
Surplus Adjustment - Trf To Reserves	0	0	0	0
Expenses - Equipment	1,290,069	1,178,970	111,099	1,178,970
Capital - Equipment	717,652	868,000	(150,348)	868,000
Total - Equipment	1,980,497	2,016,970	(36,473)	2,016,970

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Recoveries	(483)	0	(483)	0
Surplus Adjustment - Trf From Reserves	0	0	0	0
Revenue - Housing	(483)	0	(483)	0
Operating Expenses	134,260	160,000	(25,740)	160,000
Major Repairs	9,671	22,000	(12,329)	22,000
Misc	0	0	0	0
Expenses - Housing	143,931	182,000	(38,069)	182,000
Capital - Housing	257,421	113,000	144,421	113,000
Total - Housing	400,869	295,000	105,869	295,000

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
December 2019

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
Salaries	419,446	420,706	(1,260)	420,706
Benefits	76,284	104,935	(28,651)	104,935
Charge to Capital Construction below	(495,729)	(525,641)	29,912	(525,641)
Surplus Adjustment - Capital Construction	11,285,456	13,988,898	(2,703,442)	13,988,898
Surplus Adjustment - TRF to Reserves	0	0	0	0
Depreciation	9,277,309	9,000,000	277,309	9,000,000
Surplus Adjustment - Depreciation	(9,277,309)	(9,000,000)	(277,309)	(9,000,000)
Capital - Construction	11,285,456	13,988,898	(2,703,442)	13,988,898
Donations In Kind	0	0	0	0
Provincial Grants & Subsidies	(1,317,960)	(1,317,960)	0	(1,317,960)
Surplus Adjustment - TRF from Reserves	(2,598,100)	(3,229,491)	631,391	(3,229,491)
Surplus Adjustment - Temp Loan	(2,409,146)	(2,200,000)	(209,146)	(2,200,000)
Federal Grants & Subsidies	0	(25,000)	25,000	(25,000)
Other Revenue	(101,249)	(75,000)	(26,249)	(75,000)
Revenue - Other	(6,426,454)	(6,847,451)	420,997	(6,847,451)

**County of Renfrew
2021 Budget Schedule**

	Major Activities	Dates
1.	Finance & Administration Committee recommendation to County Council for approval of Budget Schedule and Budget Guidelines, and Non Union COLA targets for 2021.	September 10
2.	10 Year Capital Plans from Asset Management Coordinator to Treasurer. Public Works to provide PCI and BCI for entire Road, Bridge and Culvert inventory.	September 18
3.	Non-Union salary and wage projections to Treasurer.	September 21
4.	Internal charges/recoveries are finalized and sent directly to receiving departments from Treasurer for: <ul style="list-style-type: none"> • Finance • HR • IT • Property (Leases) 	September 25
5.	County Council approval of Budget Schedule and Budget Guidelines, and Non-Union COLA targets for 2021.	September 30
6.	Development of 2021 budget and 2020 forecast by the Finance Department in consultation with each Director and appropriate staff. May include Zoom meetings. Business Cases – Staffing Report(s) must be submitted as per the Business Cases – Standard Operating Procedure (as distributed by Rose Gruntz).	October 1 – November 20
7.	Review of Detailed Departmental Budgets with CAO: <ul style="list-style-type: none"> • ½ day session in Council Chambers for each Director and appropriate staff • detailed review of staffing, revenue and expense projections, capital plans and reserves • CAO to receive an overview and provide input 	November 23 – December 4
8.	CAO / Treasurer Review of Consolidated Budgets.	December 9
9.	CAO Review of Consolidated Budget with Senior Leadership Team.	December 16
10.	Warden and Finance Chair review of Consolidated Budget.	December 17
11.	All budget packages are to be delivered to Committee ten days prior to the Committee meetings. Committee Review of Detailed Budgets: <ul style="list-style-type: none"> • Operations (Tuesday, January 12 – 9:30 a.m.) • Development and Property (Tuesday, January 12 – 1:00 p.m.) • Health (Wednesday, January 13 – 9:30 a.m.) • Social Services (Wednesday, January 13 – 1:00 p.m.) • Finance & Administration (Thursday, January 14 – 9:30 a.m.) 	January 12 to 14
12.	Consolidated Budget Workshop and Council Approval of 2021 Budget.	Monday, January 18 and Tuesday, January 19 (if necessary)

* **Meetings may include Zoom participation.**

COUNTY OF RENFREW

BY-LAW NUMBER 89-20

**A BY-LAW TO AMEND BY-LAW 85-10, BEING A BY-LAW TO GOVERN THE
PROCEEDINGS OF THE COUNCIL AND COMMITTEES OF THE COUNTY OF
RENFREW**

WHEREAS on August 25, 2010 the Corporation of the County of Renfrew enacted By-law No. 85-10, a By-law to Govern the Proceedings of the Council and Committees of the County of Renfrew;

AND WHEREAS on June 26, 2013, By-law 85-10 was amended for the purpose of including Section 17.1 and amending Schedule A, the Terms of Reference for the Standing Committees;

AND WHEREAS on June 24, 2015, the County of Renfrew discontinued the recitation of the Prayer and on September 30, 2015 By-law 85-10 was amended to replace the Prayer with a Moment of Silent Reflection.

AND WHEREAS ON March 30, 2016, By-law 85-10 was amended for the purpose of revising Part III – Meetings Closed to the Public Section 15 (b), Part IV – Election of Warden, adding Section 17.1 (Appointment of Deputy Warden) and include Section 17.2 (Appointment of Honourary Warden) as well as some housekeeping changes;

AND WHEREAS on August 29, 2018, By-law 85-10 was amended for the purpose to provide clarity to Section 60 Notice of Motion and include minor changes to Sections 1(a), 2(b) and (k), 19(a)(iii), 42(e), 51(g), 60(c), 61(b), 64(i), (iii) and (iv) and Section 65.

AND WHEREAS on April 1, 2020, By-law 85-10 was amended to include Sub-section 6.1 Emergency Electronic Meetings;

NOW THEREFORE BE IT RESOLVED THAT Sub-section 6.1 EMERGENCY ELECTRONIC MEETINGS be removed from the Procedural by-law in its entirety.

AND FURTHER THAT a new Section under PART III – COUNCIL, titled “Electronic Participation in Meetings” be added in order to permit council participation through electronic means according to the following guidelines:

- (a) Councillors are permitted to participate in a meeting remotely via electronic means (e.g. video or audio teleconference), and such Councillors shall have all the same rights and responsibilities as if they were in physical attendance.
- (b) Any Councillor participating electronically must be located within the Province of Ontario unless an Elected Official is on municipal business.
- (c) A Councillor who is participating electronically in a meeting shall be counted in determining whether or not a quorum of members is present at any point in time, and may participate electronically in any portion of a meeting that is closed to the public.
- (d) All Councillors participating electronically in a Closed Session of Council, Standing Committee or Ad Hoc Committee shall declare to the Presiding Officer and the Clerk that they are in a private room, where:
 - i. No other persons can overhear the deliberations;
 - ii. The internet connection is secure and not publically accessible; and
 - iii. It is strongly recommended that Councillors wear earbuds or headphones when in a closed session.
- (e) In the event of an interruption in connectivity for a member that is participating electronically, the meeting will resume without the participant and their absence will be noted in the minutes.
- (f) Any Councillor intending to participate electronically in a meeting shall notify the Clerk by email prior to the meeting.
- (g) Members must inform the Clerk or Presiding Officer of their departure prior to leaving the meeting to ensure that there is quorum.
- (h) Should the Presiding Officer lose connectivity for longer than a period of 5 minutes, the Clerk shall ask the members to appoint a Presiding Officer from among the members present.
- (i) In the absence of the Chair at a Committee meeting, Section 74 (g) of the Procedural by-law will apply;
- (j) Should a Councillor declare a pecuniary interest, Section 47 of the procedural by-law shall apply.

(k) Councillors must connect through a secure connection;

AND FURTHER THAT the Procedural By-law provisions relating to participation in electronic meetings be revoked effective June 30, 2021;

AND FURTHER THAT Section 7 of the Procedural By-law 'Place of Meeting' be amended to read as follows: "All the meetings of Council will be held in the Council Chamber of the County Administration Building, 9 International Drive, Pembroke, Ontario or at such place as the Warden and Chief Administrative Officer/Clerk may from time to time determine;

AND FURTHER THAT Council not take any action on proxy voting at this time;

THAT the Council of the Corporation of the County of Renfrew hereby enacts that this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time and finally passed this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

Electronic Participation in Municipal Meetings

July 2020

This document is intended to give a summary of complex matters. It does not include all details and does not take into account local facts and circumstances. This document refers to or reflects laws and practices that are subject to change. Municipalities are responsible for making local decisions that are in compliance with the law such as applicable statutes and regulations. This document applies only to those municipalities whose meeting rules are governed by the Municipal Act, 2001.

This document replaces previous guidance released in March 2020 regarding electronic participation in municipal meetings during emergencies.

This document, as well as any links or information from other sources referred to in it, should not be relied upon, including as a substitute for specialized legal or other professional advice in connection with any particular matter. The user is solely responsible for any use or application of this document.

Overview

The province has made changes to the *Municipal Act* to allow members of councils, committees and certain local boards who participate in open and closed meetings electronically to be counted for purposes of quorum (the minimum number of members needed to conduct business at a meeting).

These provisions are optional. Municipalities continue to have the flexibility to determine if they wish to use these provisions and incorporate them in their individual procedure bylaws.

Municipalities may wish to review their procedure bylaws to determine whether to allow members to participate in meetings electronically, and whether to take advantage of the new provisions based on their local needs and circumstances.

What a municipality can do

A municipality can choose to hold a special meeting to amend their procedure bylaw to allow electronic participation. During this special meeting, members participating electronically can be counted for the purposes of quorum.

Municipal councils, committees and boards can choose to amend their procedure bylaws to:

- allow the use of electronic participation at meetings
- state whether members can participate in both open meeting and closed meetings
- state whether members participating electronically count towards quorum

It is up to municipalities to determine:

- whether to use these provisions
- the method of electronic participation
- the extent to which members can participate electronically (for example, it is up to municipalities to decide whether all council members participate electronically or whether some still participate when physically present in council chambers)

Technology to use for electronic meetings

Municipalities, their boards and committees can choose the technology best suited to their local circumstances so:

- their members can participate electronically in decision-making
- meetings can be open and accessible to the public

Municipalities may want to engage with peers who have electronic participation in place to find out about best practices as they revise their procedure bylaws. Some municipalities may choose to use teleconferences while others may use video conferencing.

Open meeting requirements

If a municipality chooses to amend their procedure bylaw to allow people to participate electronically, meetings would still be required to follow existing meeting rules, including that the municipality:

- provides notice of meetings to the public
- maintains meeting minutes
- continues to hold meetings open to the public ([subject to certain exceptions](#))

The *Municipal Act* [specifies requirements for open meetings](#) to ensure that municipal business is conducted transparently, and with access for and in view of the public. There are limited circumstances under the *Municipal Act* when municipal meetings can be conducted in closed session.

Rules for local boards

Local boards subject to the meeting rules in the *Municipal Act* include:

- municipal service boards
- transportation commissions
- boards of health
- planning boards
- many other local boards and bodies

Some local boards may not be covered. For example, police services, library and school boards have different rules about their meetings, which are found in other legislation.

Municipalities are best positioned to determine whether a local entity is considered a local board. If in doubt whether a local entity is covered under these rules, municipalities can seek independent legal advice regarding the status of local entities and whether these new provisions would apply to them.

Contact

If you have questions regarding how these new provisions might impact your municipality, contact your [local Municipal Services Office](#).

- **Central Municipal Services Office**
Telephone: 416-585-6226 or 1-800-668-0230
- **Eastern Municipal Services Office**
Telephone: 613-545-2100 or 1-800-267-9438
- **Northern Municipal Services Office (Sudbury)**
Telephone: 705-564-0120 or 1-800-461-1193
- **Northern Municipal Services Office (Thunder Bay)**
Telephone: 807-475-1651 or 1-800-465-5027
- **Western Municipal Services Office**
Telephone: 519-873-4020 or 1-800-265-4736

Additional Resources

- Municipal Act, 2001: <https://www.ontario.ca/laws/statute/01m25>
- The Ontario Municipal Councillor's Guide: <https://www.ontario.ca/document/ontario-municipal-councillors-guide-2018>

Proxy Voting for Municipal Council Members

July 2020

This document is intended to give a summary of complex matters. It does not include all details and does not take into account local facts and circumstances. This document refers to or reflects laws and practices that are subject to change. Municipalities are responsible for making local decisions that are in compliance with the law such as applicable statutes and regulations. This document applies only to those municipalities whose meeting rules are governed by the Municipal Act, 2001.

This document, as well as any links or information from other sources referred to in it, should not be relied upon, including as a substitute for specialized legal or other professional advice in connection with any particular matter. The user is solely responsible for any use or application of this document.

Overview

The province is providing municipalities with the flexibility to choose to allow proxy votes for municipal council members who are absent. This power helps ensure continuing representation of constituents' interests on municipal councils when a member is unable to attend in person due to, for example, illness, a leave of absence, or the need to practice physical distancing.

Municipalities that wish to allow proxy voting must amend their procedure bylaws to allow a member of council to appoint another member of the same council to act in their place when they are absent.

Optional and Flexible

Allowing proxy voting is optional and it is up to each municipality to determine whether to allow proxies for council and under what circumstances. If a municipal council chooses to allow proxy voting, it is up to each member to decide whether they wish to appoint a member of that council as a proxy or not if they are to be absent.

Municipalities have the flexibility to determine the scope and extent of proxy appointments including, for example, any local rules or limitations, the process for appointing or revoking a proxy, and how proxyholders may participate in meetings. Municipalities may wish to consider:

- how proxies may be established and revoked;
- circumstances where proxies may or may not be used; and
- how a proxyholder may participate in a meeting including voting, speaking, or asking questions on behalf of the appointing member.

If a municipality chooses to allow proxy voting, it would be the role of the municipal clerk to establish a process for appointing and revoking proxies. Municipalities may also wish to consider addressing proxy voting in their code of conduct or other local policies to help ensure that votes are appropriately cast and that the local process is followed.

Once a proxy has been appointed, the appointing member could revoke the proxy using the process established by the municipal clerk.

Limitations

Limits to the proxy appointment process are set out in legislation. These include:

- A proxyholder cannot be appointed unless they are a member of the same council as the appointing member:
 - For upper-tiers, this means that a proxyholder has to be a member of the same upper-tier council as the appointee, regardless of lower-tier membership;

- A member cannot act as a proxyholder for more than one other member of council at a time;
- An appointed proxy is not counted when determining if a quorum is present;
- A member appointing a proxy shall notify the municipal clerk of the appointment in accordance with a local process established by the clerk; and
- When a recorded vote is taken, the clerk shall record the name and vote of every proxyholder and the name of the member of council for whom the proxyholder is acting.

Council member absence rules still apply. This means that a member's seat would become vacant if they are absent from the meetings of council for three successive months without being authorized to do so by a resolution of council.

Accountability and Transparency

Members appointing proxies or acting as proxyholders are required to follow existing accountability and transparency requirements. For example, a member may not appoint a proxy or serve as a proxyholder on a matter in which they have a pecuniary interest under the *Municipal Conflict of Interest Act*. Municipalities may also want to consider transparency measures such as:

- communicating to the public who has appointed a proxy and who is serving as a proxy;
- publishing meeting agendas in advance so that proxies can be appointed, if needed, and potential conflicts of interest can be identified; and
- allowing members to participate electronically when not able to attend meetings in person rather than appointing a proxy.

For more information about existing accountability and transparency requirements, including the Municipal Conflict of Interest Act, codes of conduct and the role of the local integrity commissioner, please see the [Municipal Councillor's Guide](#).

Contact

If you have questions regarding how these new provisions may impact your municipality, contact your local Municipal Services Office with the Ministry of Municipal Affairs and Housing.

- **Central Municipal Services Office**
Telephone: 416-585-6226 or 1-800-668-0230
- **Eastern Municipal Services Office**
Telephone: 613-545-2100 or 1-800-267-9438
- **Northern Municipal Services Office (Sudbury)**
Telephone: 705-564-0120 or 1-800-461-1193
- **Northern Municipal Services Office (Thunder Bay)**
Telephone: 807-475-1651 or 1-800-465-5027
- **Western Municipal Services Office**
Telephone: 519-873-4020 or 1-800-265-4736

Additional Resources

- Municipal Act, 2001: <https://www.ontario.ca/laws/statute/01m25>
- The Ontario Municipal Councillor's Guide: <https://www.ontario.ca/document/ontario-municipal-councillors-guide-2018>

COUNTY OF RENFREW

BY-LAW NUMBER 20

**A BY-LAW TO PROVIDE FOR THE REMUNERATION OF MEMBERS OF
THE COUNCIL OF THE COUNTY OF RENFREW**

WHEREAS Section 283 of the *Municipal Act, 2001, S.O. 2001*, as amended, provides that the Council may establish by by-law the remuneration and expenses for members of Council for attendance at meetings of Council or for attendance at Committee meetings of Council and that such remuneration and expenses may be determined in any manner that Council considers advisable;

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

Council, Committee, Sub-Committee and Travel

1. That the Treasurer of the Corporation of the County of Renfrew shall pay to the Warden of the County:
 - (a) Effective January 1, 2020 an annual honorarium of \$64,260 paid in monthly installments during his/her term of office. The per diem allowance for meeting attendance and ceremonial functions/events is discontinued. All future remuneration increases for the Warden will be consistent with percentage increases as per Employment By-law #1.
 - (b) In addition to the honorarium outlined in part (a), the per diem as outlined for members of Council under part 2 (e, f) below shall be paid to the Warden for attendance at meetings as outlined.
2. That the Treasurer of the Corporation of the County of Renfrew shall pay other members of County Council:
 - (a) Effective January 1, 2020, each Councillor will receive a base salary of \$14,072 per year. The per diem allowance for meetings of the Standing Committees is discontinued.
 - (b) Effective January 1, 2020 the Standing Committee Chairs will receive an additional \$2,110 each per year, and Chairs of Ad Hoc Committees will receive an additional \$690 per year (when the Ad Hoc Committee is created by and remunerated by the County).
 - (c) Effective January 1, 2020 the Standing Committee Vice-Chairs will receive a per diem of \$211 for each meeting chaired.
 - (d) When requested by the Warden to attend a ceremonial function/event, the Deputy Warden will be reimbursed at the per diem rate for ad hoc committee meetings as

COUNTY OF RENFREW

BY-LAW NUMBER 90-20

**A BY-LAW TO PROVIDE FOR THE REMUNERATION OF MEMBERS OF
THE COUNCIL OF THE COUNTY OF RENFREW**

WHEREAS Section 283 of the *Municipal Act, 2001, S.O. 2001*, as amended, provides that the Council may establish by by-law the remuneration and expenses for members of Council for attendance at meetings of Council or for attendance at Committee meetings of Council and that such remuneration and expenses may be determined in any manner that Council considers advisable;

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

Council, Committee, Sub-Committee and Travel

1. That the Treasurer of the Corporation of the County of Renfrew shall pay to the Warden of the County:
 - (a) Effective January 1, 2020 an annual honorarium of \$64,260 paid in monthly installments during his/her term of office. The per diem allowance for meeting attendance and ceremonial functions/events is discontinued. All future remuneration increases for the Warden will be consistent with percentage increases as per Employment By-law #1.
 - (b) In addition to the honorarium outlined in part (a), the per diem as outlined for members of Council under part 2 (e, f) below shall be paid to the Warden for attendance at meetings as outlined.
2. That the Treasurer of the Corporation of the County of Renfrew shall pay other members of County Council:
 - (a) Effective January 1, 2020, each Councillor will receive a base salary of \$14,072 per year. The per diem allowance for meetings of the Standing Committees is discontinued.
 - (b) Effective January 1, 2020 the Standing Committee Chairs will receive an additional \$2,110 each per year, and Chairs of Ad Hoc Committees will receive an additional \$690 per year (when the Ad Hoc Committee is created by and remunerated by the County).
 - (c) Effective January 1, 2020 the Standing Committee Vice-Chairs will receive a per diem of \$211 for each meeting chaired.
 - (d) When requested by the Warden to attend a ceremonial function/event, the Deputy Warden will be reimbursed at the per diem rate for ad hoc committee meetings as

outlined in section 2 (e). If the Warden does not appoint a Deputy Warden, he or she can ask a County Councillor to attend ceremonial functions/events on his/her behalf and the County Councillor will be reimbursed at the per diem rate noted in Section 2(e).

- (e) The per diem rate for out of County travel is established at \$243 and applies to the Warden and Council members for each day they are attending an event outside of the County of Renfrew, including time spent travelling to and from an event outside the County.
 - (f) The per diem rate for ad hoc committee meetings, provincial committee appointment meetings, other special meetings (eg. legal, recruitment, etc.) and out of County meetings will be \$243 and applies to the Warden and Council members for each day that is approved by the Warden and Chief Administrative Officer, and will be set for the four-year term (ending 2021).
 - (g) Membership on Standing Committees, Ad Hoc Committees and other Committees shall be in accordance with the Striking Committee By-law.
 - (h) The per diem rate will be paid for member(s) attending advocacy meetings with external agencies (i.e. FONOM, NOMA, AMO, ROMA etc.), the Provincial, and Federal Government. Attendance at meetings for the purpose of advocacy, will be authorized by the standing committee that has carriage of the respective issue for which the member is advocating. When the member(s) are already attending the conference, either on behalf of the County or their local municipality and the advocacy has been authorized by the appropriate standing committee, the per diem will be paid at the discretion of the Warden and the CAO.
 - (i) **With the introduction of electronic meetings, the per diem rate will be paid when Councillors attend virtual meetings and conferences, as outlined elsewhere in the By-law.**
 - (j) All future council remuneration increases will be consistent with percentage increases as per Employment By-law #1, except where noted above.
 - (k) A Public Citizens Committee will be established by March 2021 to review the Remuneration By-law in a manner similar to the committee established in 2014 and 2018. The Report will be delivered to the Finance & Administration Committee and County Council by September 2021.
3. That the Treasurer of the Corporation of the County of Renfrew shall pay to the Warden and each member of County Council, in addition to the aforesaid compensation for attendance at meetings, a travel allowance established at the maximum automobile allowance rate approved by the Canada Revenue Agency. Travel allowance shall be paid to attend meetings of County Council or to attend a Committee meeting, and including Sub-Committee meetings, or business meetings outside of the County, provided however that with respect to sessions of County

Council, no allowance shall be made for Committee meetings held during the session and only one travel allowance shall be paid on coming and returning from each session.

4. That a \$100,000 Life Benefit be provided to each member of County Council, and the premium will be paid 100% by the County of Renfrew. The life benefit plan will cease in the event an elected official no longer holds public office as a direct representative to County Council.
5. That members of County Council have the opportunity to participate in the County of Renfrew Health and Dental Benefit Plan. Participation is voluntary and 100% employer paid. All participation in the benefit plan ceases in the event that an elected official no longer holds public office as a direct representative to County Council.
6. The members of County Council shall not participate in the OMERS pension plan and shall not be entitled to a severance on leaving office.

Conferences, Conventions/Educational Sessions

7. Councillors may attend conferences, conventions and educational sessions, including but not limited to, the following:
 - AMO (Association of Municipalities of Ontario) Annual Conference/Convention
 - EDCO (Economic Developers Council of Canada) Conference
 - OEMC (Ontario East Municipal Conference)
 - FCM (Federation of Canadian Municipalities) Conference
 - AdvantAge Ontario Annual Convention
 - ROMA (Rural Ontario Municipal Association) Conference
 - OGRA (Ontario Good Roads Association) Conference
8. (a) That the conference, convention and education rate of expenses for Elected Officials, for meals, gratuities and incidental expenses supported by receipts shall be up to \$95.00 per day, plus registration fee and travel allowance at a rate specified in Section 2, or economy air fare, whichever means of transportation is most practical.

(b) All Elected Officials, except the Warden, shall receive a total allocation of \$3,900 per year to attend any conference(s), convention(s) or education sessions of his/her choice. Any unused funds are not transferable to another member and remain County of Renfrew funds. Any expenses over the \$3,900 will be paid by the Elected Official. The \$3,900 will include the \$243 per diem for each day attending the event as recommended in Item 2(e) above, if the event is held outside the County of Renfrew.

Subject to receipt of the member's claim outlining eligible expenses and supported by receipt(s) for attending the conference, a member's claim shall first pay per diem(s). Registration, accommodation, travel and meals shall be paid out of any remaining allocation.

- (c) The Warden may attend any conferences, conventions or education sessions

and receive reimbursement of all expenses as noted above, but will not exceed the budgeted expenses for the year and shall include the per diem rate of \$243 for each day attending the convention as recommended in item # 2(e).

That By-law Number 51-20 is hereby repealed.

That this By-law shall come into force and take effect at the time of passing.

READ a first time this 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time and finally passed this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 97-20

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL
OF THE COUNTY OF RENFREW AT THE MEETING HELD
ON SEPTEMBER 30, 2020**

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 30th day of September 2020.

READ a second time this 30th day of September 2020.

READ a third time and finally passed this 30th day of September 2020.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK