



FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, January 11, 2023

A meeting of the Finance and Administration Committee was held on Wednesday, January 11, 2023 at 9:30 a.m.

Present were: Chair Jennifer Murphy
Warden Peter Emon
Vice-Chair Valerie Jahn
Councillor James Brose
Councillor Glenn Doncaster
Councillor Michael Donohue
Councillor Anne Giardini
Councillor David Mayville

Staff Present: Craig Kelley, Chief Administrative Officer/Clerk
Jeffrey Foss, Director of Corporate Services
Jason Davis, Director of Development and Property
Laura LePine, Director of Community Services
Mike Blackmore, Director of Long-Term Care
Lee Perkins, Director of Public Works and Engineering
Ashley Wilton, Manager of Provincial Offences
Chris Ryn, Manager of Information Technology
Daniel Burke, Manager of Finance
Greg Belmore, Manager of Human Resources
Tina Peplinskie, Media Relations and Social Media Coordinator
Rosalyn Gruntz, Deputy Clerk
Connie Wilson, Administrative Assistant, Corporate Services

Chair Murphy called the meeting to order at 9:30 a.m. The Chair recited the land acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People. The roll was called, and no pecuniary interests were disclosed.

Chair Murphy advised Committee that the minutes of October 13, 2022 were approved by the Warden and Chief Administrative Officer/Clerk.

Administration Department Report

Mr. Kelley overviewed the Administration Department Report which is attached as Appendix A.

Mr. Kelley overviewed the letter received from the Renfrew County and District Health Unit (RCDHU) and noted that the RCDHU has assured County Council that their service delivery in Renfrew and area will be unaffected by the decision to not renew their lease at Renfrew County Place.

Mr. Kelley overviewed his Chief Administrative Officer's 2023 goals and objectives.

RESOLUTION NO. FA-C-23-01-01

Moved by Councillor Brose

Seconded by Councillor Doncaster

THAT the Finance and Administration Committee recommend that By-law 85-10, as amended, a By-law to Govern the Proceedings of the Council and Committees of the County of Renfrew, be revised at the next session of County Council to Amend Section 6.1 ("Electronic Participation in Meetings") with the following changes:

"Preamble:

The preference for meeting attendance will continue to be in-person, however there are circumstances that may prevent a Member of Council from physically attending the meeting. **If the Chair of the Committee is not attending the meeting in person, then the Vice-Chair will be asked to chair the meeting.**

Where those situations occur, the following shall be the guiding principles:"

"Item (a)(iii) a member is ill or injured, **or has other health-related concerns (i.e. a significant rise in airborne viruses).**"

"Item (a)(iv) a member has scheduling conflicts that preclude travelling to the meeting location."

"Item (n) In the event of a limited agenda, or for Special Meeting (single issue) requirements, a Standing Committee or an Ad-hoc Committee may choose to meet virtually, at the call of the Chair, in consultation with the Clerk and/or appropriate Department Head."

MOTION FAILED.

RESOLUTION NO. FA-C-23-01-02

Moved by Councillor Donohue

Seconded by Councillor Brose

THAT the Finance and Administration Committee recommend that By-law 85-10, as amended, a By-law to Govern the Proceedings of the Council and Committees of the County of Renfrew, be revised at the next session of County Council to amend with the following changes:

Section 6.1 Electronic Participation in Meetings

“Preamble:

The preference for meeting attendance will continue to be in-person, however there are circumstances that may prevent a Member of Council from physically attending the meeting. Where those situations occur, the following shall be the guiding principles:”

Item (a) (iii) a member is ill or injured, **or has other health-related concerns (e.g. a significant rise in airborne viruses).**

Item (a) (iv) a member has been duly appointed to an external advisory role such as AMO, ROMA, FCM or EORN, etc., **or other municipal business.**

Item (j) In the **physical** absence of the Chair at Committee, Section 74 (g) of the Procedural By-law will apply. The Vice-Chair will assume the position of Chair for the remainder of the meeting.

Item (n) **In the event of a limited agenda, or for Special Meeting (single issue) requirements, a Standing Committee or an Ad-hoc Committee may choose to meet virtually, at the call of the Chair, in consultation with the Clerk and/or appropriate Department Head.**

Section 74. COMMITTEE MEETINGS

Item (g) The Committee Chair shall preside, or alternatively the Vice-Chair upon request of the Chair. In the **physical** absence of the Committee Chair, the Vice-Chair shall preside, or in the **physical** absence of both, such other Member of the Committee as may be appointed by the concurring vote of a majority of the Members of the Committee present.

CARRIED.

RESOLUTION NO. FA-C-23-01-03

Moved by Councillor Donohue

Seconded by Councillor Giardini

THAT the Administration Department Report attached as Appendix A be approved. CARRIED.

Committee recessed at 10:28 a.m. and reconvened at 10:38 a.m. with all persons present.

Corporate Services Department Report

Mr. Foss overviewed the Corporate Services Department Report which is attached as Appendix B.

Councillor Doncaster departed the meeting at 10:50 a.m.

Mr. Daniel Burke, Manager of Finance, Mr. Chris Ryn, Manager of Information Technology and Mr. Greg Belmore, Manager of Human Resources provided an overview of their divisions within the Corporate Services Department.

Councillor Doncaster re-entered the meeting at 11:20 a.m.

Ms. Ashley Wilton, Manager of Provincial Offences provided an overview of the Provincial Offences division within the Corporate Services.

Committee discussed the generation of revenue for the County of Renfrew through fines received, but Ms. Wilton noted that municipal By-law's set under their local jurisdiction code are fine revenues that are returned quarterly directly to the municipalities, with the exception of service fees that remain with the County of Renfrew. All other fines (i.e. Highway Traffic Act, Ministry of Labour, Ministry of Natural Resources etc.) remain with the County of Renfrew after remittance of federally regulated charges, provincial surcharges, judicial, technology, prosecution and monitoring costs.

Committee thanked the Managers for their overview. A copy of the Corporate Services Department Overview presentation is attached as Appendix C.

Mr. Foss advised Committee that Mr. Gordon Thom, Accounting Technician, Finance Division, who after 21 years of service will retire. We wish Gordon all the best in his retirement. Committee congratulated Mr. Thom on his upcoming retirement.

Our Committee overviewed the workload statistics within the Provincial Offences Administration report, which includes a summary of charges received to date. Our Committee noted that there was a 13% increase in charges received in 2022 compared to 2021, but charges received are still well below the pre-COVID charges received. Committee noted that in 2021, the Warden was directed by resolution to send a letter to the Solicitor General regarding the significant decrease in the number of fines being dispensed and had not received a response, therefore, Committee directed that another letter be sent. Committee also noted that the Provincial Offences is still facing the ongoing challenge of the shortage of Justices of the Peace even with the recent hiring announcement.

RESOLUTION NO. FA-C-23-01-04

Moved by Councillor Donohue

Seconded by Councillor Doncaster

THAT the Finance and Administration Committee recommends that County Council direct Warden Emon to send a letter to the Honourable Michael Kerzner, Solicitor General seeking clarification on the number of fines being dispensed in the County of Renfrew during 2022. CARRIED.

RESOLUTION NO. FA-C-23-01-05

Moved by Councillor Jahn

Seconded by Councillor Mayville

THAT the Finance and Administration Committee recommends that County Council approve that the signing authority for the Corporation of the County of Renfrew Bank of Montreal accounts be updated to remove Paul Moreau and Debbie Robinson and to add Craig Kelley and Peter Emon; FURTHER that two (2) of the following four (4) names have signing authority; Peter Emon, Craig Kelley, Jeffrey Foss, Daniel Burke. CARRIED.

RESOLUTION NO. FA-C-23-01-06

Moved by Councillor Brose

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends to County Council that the 2023 membership fee to the Association of Municipalities of Ontario (AMO) in the amount of \$9,811.42 including HST be approved. CARRIED.

RESOLUTION NO. FA-C-23-01-07

Moved by Councillor Giardini

Seconded by Councillor Donohue

THAT the Finance and Administration Committee approves for the Treasurer to continue to pay the Municipal Employer Pension Centre of Ontario (MEPCO) the 2023 Employer Municipal Contribution in the amount of \$3,405.26 (574 OMERS Employees x \$5.25/per employee) including HST. CARRIED.

RESOLUTION NO. FA-C-23-01-08

Moved by Councillor Donohue

Seconded by Councillor Doncaster

THAT the Finance and Administration Committee recommends to County Council that the revised Corporate Policies A-07 - Criminal Record Check for Prospective Employees, A-10 - Staffing, B-10 - Acting Pay, E-01 - Hours of Work and Overtime and J-01 - Service Awards Program be approved; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to Establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted. CARRIED.

Committee discussed the ongoing review of the Human Resources policies to ensure they are meeting changing legislative requirements, therefore recommended a change to the policy format to include a box entitled Review Date.

RESOLUTION NO. FA-C-23-01-09

Moved by Councillor Brose

Seconded by Councillor Giardini

THAT the Finance and Administration Committee recommends that County Council adopt a By-Law to enter into a service agreement with Nortek Solutions Inc. doing business as Workzoom for a three-year period from February 1, 2023 to January 31, 2026. CARRIED.

RESOLUTION NO. FA-C-23-01-10

Moved by Councillor Giardini

Seconded by Councillor Jahn

THAT the Corporate Services Department Report attached as Appendix B be approved. CARRIED.

RESOLUTION NO. FA-C-23-01-11

Moved by Councillor Brose

Seconded by Councillor Mayville

THAT this meeting adjourn and the next regular meeting be held on Thursday, February 16, 2023. Time: 12:37 p.m. CARRIED.

COUNTY OF RENFREW**ADMINISTRATION DEPARTMENT REPORT**

TO: Finance and Administration Committee

FROM: Craig Kelley, Chief Administrative Officer/Clerk

DATE: January 11, 2023

SUBJECT: Department Report

INFORMATION**1. Renfrew County and District Health Unit – Renfrew County Place Lease**

Attached as Appendix I is a letter dated December 9, 2022 from Ann Aikens, Chair, Board of Health, Renfrew County and District Health Unit (RCDHU) in response to former Warden Debbie Robinson's letter dated November 1, 2022 regarding their lease of space at Renfrew County Place. The RCDHU provided the County with notice of their intent to terminate their lease at Renfrew County Place.

The County wanted to ensure that the services provided through the Renfrew office would continue to be accessible in a location-based and effective manner within the same geography. The response from the RCDHU assures County Council of their commitment to public health service delivery in Renfrew and area and will be unaffected by the decision not to renew their lease at Renfrew County Place.

2. Eastern Ontario Wardens' Caucus Newsletter

Attached as Appendix II is the Eastern Ontario Wardens' Newsletter for December 2022.

3. **Eastern Ontario Regional Network Newsletter**

Attached as Appendix III is the Eastern Ontario Regional Network Newsletter for December 2022.

4. **Chief Administrative Officer's 2023 Goals and Objectives**

Attached as Appendix IV are the 2023 Goals and objectives for the CAO which will be overviewed at the meeting.

5. **ROMA Annual Conference**

The County has been confirmed for the following delegation meetings during the ROMA Annual Conference to be held from January 22 to 24, 2023:

- January 23, 2023 Minister Fullerton, Ministry of Children, Community and Social Services regarding the County of Renfrew's concerns over the recent budget announcement increasing the rates for the Ontario Disability Support Program (ODSP) and Assistance for Children with Severe Disabilities Program by 5% but not to Ontario Works or Temporary Care Allowance creating undue hardship for those in receipt of these financial assistance programs.
- January 23, 2023 Associate Minister Parsa, Ministry of Housing regarding the County of Renfrew's concerns with affordable and attainable housing. While the County of Renfrew is on track to build affordable and supportive housing in the City of Pembroke, more affordable housing is needed in areas across the County. Increasing the number of affordable and attainable housing units is critical in attracting economic growth, sustaining healthy communities, and reducing pressure on the fragile infrastructures and services currently in place.
- Ontario Ministry of Agriculture, Food and Rural Affairs to discuss the Line Fences Act as it relates to costs of municipal ownership of abandoned rail corridors. No time and date provided by the Province yet.
- Ministry of Infrastructure asking the Province of Ontario to continue with the doubling of the Ontario Community Infrastructure Fund

allocations to municipalities, and commit to a long-term funding formula that would allow municipalities to align funding with their long-term financial plans and asset management plans, while also preparing for anticipated future growth. We'd like to thank the Province of Ontario for their considerations over the years for several of our projects, and look forward to a stronger relationship moving forward. No time and date provided by the Province yet.

We have yet to hear from the Ministry of Health; at the time of the report writing.

BY-LAWS

6. Electronic Participation in Municipal Meetings – Procedural By-law

Recommendation: THAT the Finance and Administration Committee recommend that By-law 85-10, as amended, a By-law to Govern the Proceedings of the Council and Committees of the County of Renfrew, be revised at the next session of County Council to Amend Section 6.1 ("Electronic Participation in Meetings") with the following changes:

"Preamble:

The preference for meeting attendance will continue to be in-person, however there are circumstances that may prevent a Member of Council from physically attending the meeting. **If the Chair of the Committee is not attending the meeting in person, then the Vice-Chair will be asked to chair the meeting.** Where those situations occur, the following shall be the guiding principles:"

"Item (a)(iii) a member is ill or injured, **or has other health-related concerns (i.e. a significant rise in airborne viruses).**"

"Item (a)(iv) a member has scheduling conflicts that preclude travelling to the meeting location."

"Item (n) In the event of a limited agenda, or for Special Meeting (single issue) requirements, a Standing Committee or an Ad-hoc Committee may choose to meet virtually, at the call of the Chair, in consultation with the Clerk and/or appropriate Department Head."

Background

There continues to be a very positive response to the County of Renfrew's move to livestream meetings by members of the public and members of the media. Live streaming of standing committees and County Council meetings has increased the openness and transparency of public meetings. The renovations to the Council Chamber have enabled the livestreaming of meetings of the standing committees and County Council with ease.

In 2021, a survey of County Council indicated that Councillors would like to continue electronic participation, but there was no clear consensus on under what circumstances this should occur. Throughout 2021, several modifications were made to this section of the by-law to address the ongoing nature of meetings throughout a declared emergency, or throughout the effects of the pandemic. The rules were, however, suspended for a short period of time in 2022, with the same acceptable results.

At the June 29, 2022 meeting of County Council, the following resolution was passed:

THAT County Council approve that Section 6.1 a) of the Procedural By-law be suspended to the end of this term of Council allowing hybrid meetings for participation in Standing Committees, Sub-Committees of Council and Ad-Hoc Committee meetings; AND FURTHER THAT the provisions of Section 6.1 continue to apply for meetings of County Council.

Philosophically, an in-person meeting encourages more collaborative participation and teamwork thinking as people can read each other's body language and are able to have quicker discussions. Virtual meetings remain a more emotionally distant choice, with more opportunity for distraction. To that end, in-person meetings should remain the preferred option but it is understandable that members may seek alternative solutions as they navigate their own schedules, and health and safety concerns. The amended section, attached as a strike-out version in Appendix V, aims to accomplish greater flexibility while maintaining the importance of meetings within Council Chambers.



Renfrew County and District Health Unit

"Optimal Health for All in Renfrew County and District"

December 9, 2022

County of Renfrew
Office of the County Warden
9 International Drive
Pembroke, ON K8A 6W5
warden@countyofrenfrew.on.ca

Dear Warden Emon,

In response to Warden Robinson's letter of November 1 2022, and my subsequent phone conversation with her, I want to assure you, once again, that Renfrew County and District Health Unit's commitment to public health service delivery in Renfrew and area will be unaffected by the decision not to renew our lease at Renfrew County Place.

Our Senior Management Team will build on the strong community partnerships and collaborations, established during our response to COVID-19. We will continue to provide public health services in a timely manner that enhances access for the residents in Renfrew and area. Regular updates will be provided during the monthly MOH(A) and RCDHU Area Mayors COVID-19 Information Update meetings, going forward.

Sincerely,

Ann Aikens
Chair, Board of Health

cc. Dr. Robert Cushman, Acting Medical Officer of Health
Heather Daly, Chief Executive Officer
Craig Kelley, Chief Administrative Officer, County of Renfrew



The Eastern Ontario Wardens' Caucus Newsletter



Outgoing elected officials include EOWC Chair and Past Warden Debbie Robinson, Past Mayor Andy Letham, Past Warden Rick Phillips, Past Warden J. Murray Jones, Past Warden Dennis Doyle, and Past Warden Marg Isbester.

Final 2022 EOWC meeting recognizing outgoing members

On October 13, the EOWC held its final meeting of 2022 with elected officials. EOWC members not seeking reelection in the 2022 municipal election were awarded plaques to thank them for their advocacy, service and contributions to the Caucus, as well as the region's communities and residents.

EOWC staff are currently preparing to welcome new Caucus members during the 2023 Inaugural meeting in the City of Kingston on January 12 and 13, 2023.

First new towers to go live in eastern Ontario

On November 7, 2022, in Maxville, Ontario, the **Eastern Ontario Regional Network (EORN)** and Rogers Communications joined Francis Drouin, Parliamentary Secretary to the Minister of Agriculture and Agri-Food and Member of Parliament for Glengarry-Prescott-Russell, and Nolan Quinn, Member of Provincial Parliament for Stormont-Dundas-South Glengarry, on behalf of the Honourable Kinga Surma, Ontario's Minister of Infrastructure, to announce that Rogers' 5G mobile services are now available in areas surrounding Maxville, Greenfield, Glen Robertson and Wendover.



Featured left to right: MPP Nolan Quinn, J. Murray Jones (Past Warden and EORN Chair), Brent Devolin (Past Mayor of Minden Hills and EORN Board Member), Rick Phillips (Past Warden and EORN Board Member), Debbie Robinson (EOWC Chair and Past Warden), Bart Nickerson (Rogers), Pierre Leroux (Mayor of Russell Township and EORN Board Member), Deputy Mayor Carma Williams, Mayor Glen Grant, Chief Wendy Jocko, and MP Francis Drouin.

This is part of the EORN Cell Gap

Project, a \$300 million public-private partnership to improve and expand cellular services across rural eastern Ontario.

For more information, visit EORN's website [here](#).



Affordable and Attainable Housing

RHIS RURAL HOUSING INFORMATION SYSTEM

The EOWC, in partnership with the Rural Ontario Institute (ROI), continues to build the **Rural Housing Information System (RHIS)** digital data tool. The tool aims to fill the information gap when trying to plan for and build housing. The tool will support municipalities, home developers, non-profits in the planning and development of housing. The RHIS will feature a data comparison tool across municipalities and has the potential to be scaled across Ontario.

Throughout October and November, RHIS user-testing occurred where municipal, home developers, and non-profits tested the RHIS. Currently, staff are collecting municipal data from the 103 municipalities across EOWC's region. The RHIS will also be showcased at the **Rural Ontario Municipal Association (ROMA) 2023 Conference** in January 2023. The RHIS is set to be complete by Spring of 2023.

For more information, visit ROI's website [here](#), and follow ROI and EOWC on Twitter [@ROIstitutue](#) and [@EOWC_ON](#).

Doing our part to increase housing supply:

EOWC's '7 in 7' regional housing project proposal

The EOWC is coming together to address the affordable and attainable housing supply shortage. The EOWC has launched the regional '7 in 7' housing project proposal. Our plan proposes to build **7,000 rental units over the next seven years** across the region.

The EOWC wants to do our part to meet the Ontario Government's target of building 1.5 million homes by 2031. Rural communities must not get left behind and rental housing needs to be considered in the solution.

The EOWC has the expertise of leading large-scale public-private regional projects. This bold regional solution would bring the private and public sectors together to build a mix of market and community housing. This investment could spur up to three times the number of market units across the region.

The EOWC issued and request for an expression of interest to consultants to develop a business case for the project. EOWC staff have met with a variety of provincial and federal elected officials and staff to share the idea and gain feedback. The EOWC looks forward to bringing more information forward to the Ontario Government during the ROMA 2023 Conference in January.

Secretary-Treasurer Craig Kelley, CAO Jim Pine, and EOWC staff met with the Honourable Ahmed Hussen on November 16, 2022 to discuss the '7 in 7' housing project proposal as well as federal housing programs and opportunities.



EOWC Chair Robinson with Associate Minister of Housing, Michael Parsa at Queen's Park on November 3, 2022.



EOWC Manager of Government Relations and Policy, Meredith Staveley-Watson with Minister of Natural Resources and Forestry, Graydon Smith at Queen's Park on November 3, 2022.

Municipal Council Orientation Package on the EOWC, EORN and EOLC

Are you new to municipal government? Do you want to learn more about the EOWC and its partner organizations, the Eastern Ontario Regional Network (EORN) and the Eastern Ontario Leadership Council (EOLC)?

Following October's Ontario municipal election, staff created a **Municipal Council orientation package** for both new and experienced Council members. The package is also a valuable resource for municipalities, stakeholders, organizations that partner with the EOWC or its members, and the public.

About the EOWC

The EOWC is a non-profit organization representing 13 upper and single-tier municipalities across rural eastern Ontario. The Caucus supports and advocates on behalf of 103 municipalities and over 750,000 residents. The EOWC covers an area of approximately 50,000 square kilometres from Northumberland County to the Québec border. The EOWC has gained support and momentum by speaking with a united voice to champion regional municipal priorities and work with government, business leaders, the media, and the public. For more information, visit EOWC's website at www.eowc.org or Twitter account at [@EOWC_ON](https://twitter.com/EOWC_ON).

Media Contact

Elected Officials

2022 Chair, Debbie Robinson
2022 Vice-Chair, Liz Danielson
info@eowc.org

Staff

Meredith Staveley-Watson, Manager of Government Relations and Policy
647-545-8324
meredith.staveley-watson@eowc.org

www.eowc.org | Follow us on Twitter [@EOWC_ON](https://twitter.com/EOWC_ON)

Meredith Staveley-Watson, Manager of Government Relations and Policy | 235 Pinnacle Street,
Belleville, K8N 3A9 Canada meredith.staveley-watson@eowc.org

[Unsubscribe \[meredith.staveley-watson@eowc.org\]\(mailto:meredith.staveley-watson@eowc.org\)](#)

[Update Profile](#) | [Constant Contact Data Notice](#)

Sent by info@eowc.org in collaboration with



Try email marketing for free today!



EORN

EASTERN ONTARIO REGIONAL NETWORK

Welcome to the Eastern Ontario Regional Network (EORN) newsletter. Below you'll find an update on the Cell Gap Project as well as some other things we are commonly asked about. Please encourage others to [sign up](#) for the newsletter as well.

First new cell towers go in service

The first newly constructed towers as part of the Cell Gap Project are now in service. At [a celebratory event in Maxville on November 7](#), it was announced that new towers in Maxville, Greenfield, Glen Robertson and Wendover are now live. Meanwhile, more than 260 existing towers have already been upgraded with new equipment to increase cell phone coverage and capacity in the region.



Celebrating the first new towers in service in Maxville on November 7. From left to right: MPP Nolan Quinn, EORN Chair J. Murray Jones, EORN board member Brent Devolin, EORN board member Rick Phillips, EOWC Chair Debbie Robinson, Rogers' Senior VP Wireless Marketing Bart Nickerson, EORN board member Pierre Leroux, United Counties of Stormont, Dundas and Glengarry Warden Carma Williams, City of Cornwall Mayor Glen Grant, Algonquins of Pikwakanagan's Chief Wendy Jocko and MP Francis Drouin.

Archaeological assessment of new tower sites

As part of the Cell Gap Project, EORN is committed to working with Indigenous communities and organizations to ensure that new cell infrastructure is built with respect for Indigenous priorities, treaty rights and heritage. Based on input from several First Nations, EORN and Rogers Communications Inc. have committed to conducting Stage 1 and Stage 2 archaeological assessments on all new tower sites. Stage 1 assessments consist of a desktop review of a proposed tower site and Stage 2 assessments see archaeologists visiting and conducting work at the actual sites. EORN and Indigenous communities and organizations are also in frequent discussions, looking at the natural features of proposed tower sites in an effort to minimize and mitigate the potential impact of construction.



Archaeological staff at work during a Stage 2 assessment at one of the proposed tower sites.

EORN welcomes a new CEO

The EORN board of directors and staff welcomed a new CEO earlier this year. Jason St.Pierre has replaced long-time EORN CEO David Fell who departed earlier this year to join Utilities Kingston as President and CEO.

“We are pleased to have Jason take on this vital role with EORN. His experience in the telecommunications sector, management expertise and strong ties to eastern Ontario position him to be an excellent leader – particularly as we continue to manage the rollout of the Cell Gap Project. He will also be a knowledgeable advocate for connectivity across the region,” said EORN Chair J. Murray Jones.

The full CEO announcement is available on the EORN website.



One of the new towers that was built with funds from a \$300 million public-private partnership to improve and expand cellular services across rural eastern Ontario. About half the project funding comes from the federal and provincial governments, as well as municipal members of the Eastern Ontario Wardens' Caucus (EOWC) and most of the Eastern Ontario Mayors' Caucus (EOMC). Rogers Communications Inc., which was selected through a competitive bidding process, is providing the balance of the investment.

Low-cost mobile and broadband programs

Canadians deserve access to high-quality cellular and internet services at affordable prices. The primary objective of [Canada's Digital Charter](#) is focused on ensuring that all Canadians have equal opportunity to participate in the digital world and the necessary tools to do so, including access, connectivity, literacy and skills. EORN has compiled this list based on publicly available information. The choice of provider remains with the consumer.

Please contact your provider of choice directly to see what programs and discounts you maybe eligible for.

Mobile programs:

- [Bell Accessibility Services Program](#)
- [Fido Accessibility Services Discount](#)
- [Freedom Mobile Accessibility Services Program](#)
- [Freedom Mobile Exclusive Partner Offer](#)
- [Rogers Accessibility Services Program](#)
- [Telus Accessibility Services Program](#)
- [Telus Mobility for Good](#)
- [Videotron Accessibility Services Discount](#)
- [Virgin Mobile Accessibility Discount](#)

Broadband programs:

- [Connecting Families 1.0 \(2018\)](#)
- [Connecting Families 2.0 \(2022\)](#)
- [Eastlink Student Discounts](#)
- [Nexicom Student Discounts](#)
- [Rogers Connected for Success](#)

Coming soon

EORN will be looking for new board members in 2023. Keep an eye on the [EORN website](#) in January for more details.

Resources

www.eorn.ca features a number of resources for municipalities and residents such as:

- [EORN backgrounder](#) (1 MB/PDF)
- [General information and FAQ on Cell Gap Project](#) (web page)
- [5G Technology Resource Guide](#) (15 MB/PDF)
- [Municipal Tower Siting Resource Guide](#) (10 MB/PDF).



County of
Renfrew
Ontario . Canada

Appendix IV

Experience Our History, Share Our Future!

Finance & Administration Committee

Presentation of CAO Goals and Objectives 2022/23 –
January 11, 2023

Priorities for 2022/2023

Finance and Administration:

Preparation of the 2023 Budget within the limits established by Council. Budget Challenges – 2.5% will be a challenge.

Technology Acceleration: Develop an implementation plan based on the recommendations made by the Perry Group and approved by Council.

Proactive approach to communicating with local municipalities.

Smooth transition, orientation, strategic planning sessions

Continue to provide support to the EOWC as Secretary-Treasurer

Development and Property

Continued completion of the Algonquin Trail

Implementation of the Senior's Housing Strategy

Hosting of the Ontario Winter Games

Economic Development Summit

Host a Renfrew County Day at Queen's Park

Lead economic development and workforce recruitment strategies

Seek opportunities to address broadband availability

Public Works:

Review and implement departmental changes to staffing / re-alignment

Lead opportunities to engage local municipalities on collaborative efforts

Update the process for budgeting and capital works

Review the re-alignment of Trails division into PW&E

Work with outside consultants on development charges to accommodate growth related projects.

Priorities for 2022/2023

Community Services

Improve the County's affordable and attainable housing stock.

Lobby governments for more opportunities to support additional building of affordable housing in Renfrew County.

Improve on housing solutions in Renfrew County, implementing the recommendations from the Seniors' Housing Strategy where possible.

Long Term Care

Continue to transform dementia care programs to social interaction model (the Butterfly Model).

Bring forward recommendations to Council consistent with the senior's Housing Strategy that will outline options for the continuum of care at the ML Property

Emergency Services

Explore opportunities to manage the growing costs associated with WSIB and PTSD.

Seek opportunities to ensure the continuation of the Renfrew County Virtual Triage and Assessment Centre (RC VTAC) providing urgent care services to the community.

City of Ottawa / off load delays

Section 6.1 of the County of Renfrew Procedural By-law

6.1 ELECTRONIC PARTICIPATION IN MUNICIPAL MEETINGS

- a) Councillors are permitted to participate in a meeting remotely via electronic video conferencing means in the event:
 - i) the County of Renfrew is in a declared emergency as defined by the *Emergency Management and Civil Protection Act, R.S.O. 1990*.
 - ii) The County of Renfrew has a significant weather event (across the entire County of Renfrew or within its local municipalities) has been declared.
 - iii) a member is ill or injured, **or has other health-related concerns (i.e. a significant rise in airborne viruses).**
 - ~~iv) a member has been duly appointed to an external advisory role such as AMO, ROMA, FCM or EORN, etc.~~ **A member has scheduling conflicts that preclude travelling to the meeting location.**
- b) Councillors shall have all the same rights and responsibilities as if they were in physical attendance.
- c) A Councillor who is participating electronically in a meeting shall be counted in determining whether 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 Chair or Warden 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 publicly 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) A member shall inform the presiding officer and the clerk should they turn off their video, but continue to be present. Otherwise, they will be identified as absent.
- g) Any Councillor intending to participate electronically in a meeting shall notify the Clerk and/or Deputy Clerk by email prior to the meeting.
- h) Members must inform the Clerk/Deputy Clerk of their departure prior to leaving the meeting to ensure that there is quorum.
- i) Should the Presiding Officer lose connectivity, the Clerk shall ask the members to appoint a Presiding Officer from among the members that are physically present.
- j) In the absence of the Chair at Committee, Section 74 (g) of the Procedural By-law will apply. The Vice-Chair will assume the position of Chair for the remainder of the meeting.
- k) Should a Councillor declare a pecuniary interest, Section 47 of the Procedural By-law shall apply.

- l) Councillors must connect through a secure internet connection.
- m) Staff participation via electronic means at meetings of Committees and County Council be at the discretion of the Chief Administrative Officer.
- n) **In the event of a limited agenda, or for Special Meeting (single issue) requirements, a Standing Committee or an Ad-hoc Committee may choose to meet virtually, at the call of the Chair, in consultation with the Clerk and/or appropriate Department Head.**

COUNTY OF RENFREW
CORPORATE SERVICES DEPARTMENT REPORT

TO: Finance and Administration Committee
FROM: Jeffrey Foss, Director of Corporate Services
DATE: January 11, 2023
SUBJECT: Department Report

INFORMATION

1. Corporate Services Overview

At our December 12, 2022 orientation session, Mr. Jeffrey Foss, Director of Corporate Services/Treasurer provided County Council with a high-level overview of the Corporate Services Department, which includes the Finance, Human Resources, Information Technology and Provincial Offences Administration Divisions. At our January meeting, our Managers will provide a more detailed in-depth overview of services provided, as well as additional items of interest within our divisions.

2. Retirement – Finance Division – Accounting Technician

Mr. Gordon Thom, Accounting Technician has provided notice of his retirement effective February 28, 2023. Gordon joined the County of Renfrew on September 4, 2001 and has over 21 years of service. We would like to extend our thanks to Gordon for all his hard work and dedication over the years and we wish him health and happiness as he moves on to this next chapter in life.

We are pleased to advise that Jolenda Douglas was the successful candidate in this competition and began her new duties as an Accounting Technician on January 9, 2023.

3. CRA Mileage Rates

In June 2018, Council adopted Resolution No. FA-CC-18-06-76 that directed that effective January 1, 2019 the mileage rates for the County of Renfrew will

be increased annually as per the Canada Revenue Agency (CRA) mileage per kilometer rate. Staff have reviewed the Canada Revenue Agency Automobile Allowance rates for 2023 and noted that there is an increase to 68 cents per kilometer for the first 5,000 kilometers and 62 cents over 5,000 kilometers.

4. Provincial Offences Administration Workload

The following is a chart comparing charges received, trial notices issued, payments processed, accounts receivable files reviewed and collection notices mailed over the past four months through the Provincial Offences Administration Office.

Month 2022	Charges Received	Trial Notices Issued <small>**Notice of Hearing Audio Court</small>	Early Resolution Notices	Payments Processed	Payfines Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
Sept.	955	18	68	422	472	524	94	87	89
October	925	62	111	422	424	430	45	73	186
Nov.	676	16	92	351	283	355	48	128	323
Dec	527	119	41	317	272	415	168	118	140
Totals 2022	9723	814	961	4804	4448	5006	886	1038	1513
Totals 2021	8581	2530	1158	4536	4709	3793	1066	1339	1623
Variance 2021 to 2022	+1142	-1716	-197	+465	-726	+1213	-180	-301	-110

5. Provincial Offences Administration Backlog

The following chart highlights the ongoing backlog of court matters due to the COVID-19 shutdown:

Month 2022	# of Courts Originally Scheduled	# of Courts Cancelled	# Part I Charges in Backlog	Part III New Charges	# Part III Charges in Backlog	Total Backlog Charges	Number of Court Days Required for Backlog	Months to Clear Backlog at Current Rate
June	7	4	391	87	956	1,434	60	20
July	6	3	389	109	969	1,467	61	20

Month 2022	# of Courts Originally Scheduled	# of Courts Cancelled	# Part I Charges in Backlog	Part III New Charges	# Part III Charges in Backlog	Total Backlog Charges	Number of Court Days Required for Backlog	Months to Clear Backlog at Current Rate
August	6	2	433	70	1,016	1,519	63	21
Sept.	6	3	399	122	978	1,499	62	21
Oct.	6	2	369	141	994	1,504	62	21
Nov.	6	2	355	150	1,012	1,517	63	21
Dec	6	3	337	114	975	1426	59	20

6. Ministry of the Attorney General – Appointments of Justices of the Peace

The County of Renfrew received an email dated December 21, 2022 from the Court Services Division, Ministry of the Attorney General advising that Attorney General Doug Downey announced the appointment of 28 Justices of the Peace to the Ontario Court of Justice, effective December 29, 2022. This email indicated that Justice of the Peace Jennifer Leanne Grant has been a provincial offences prosecutor and a licensed paralegal for 11 years. She has experience providing legal services in Small Claims Court, Provincial Offences Court, Appeal Court and for the Landlord and Tenant Board. Justice of the Peace Grant volunteers as a board member for the Renfrew and Area Community Resource Centre, as a parent member of the Central Public School Council Board and for various minor league sports such as hockey, skating and soccer. Justice of the Peace Grant has been assigned to Pembroke.

Ms. Grant has been operating as the County of Renfrew's municipal prosecutor under contract since 2019 and as a result of this new appointment, the County of Renfrew is currently recruiting for a permanent part-time Prosecutor for our Provincial Offences Division to replace Ms. Grant. We would like to extend a special thank you to Ms. Grant for all her hard work with the County of Renfrew and we would like to congratulate her on this appointment and wish her well as she transitions into her new role.

7. Insurance Rates – 2023

An email dated December 19, 2022 was received from MIS Municipal Insurance Services advising that our annual renewal premium for the County of Renfrew for 2023 is \$821,566, which is an increase of 16.8% or \$118,099 more than 2022. MIS has kept their annual premiums as stable as possible, over the past

6 years, but insurance companies are experiencing the effects of the hard insurance market and the impacts of COVID. On average, insurance companies are seeing a premium increase in the 15-38% range this renewal season, depending on claims. Fortunately for the County of Renfrew, MIS has negotiated a 16.8% increase. The driving factors behind our premium increases are a 15% increase in our liability rates, 3% increase in auto rates and an 8% increase in property insurance rates. Medical malpractice coverage has increased 22% over 2022. Cyber insurance has also increased significantly over the past year due to the increase in the number and size of claims therefore, our premium is up 22% over 2022. This increase is a result of insurers working to adjust premiums to align with the new and growing exposure.

8. Municipal Property Assessment Corporation (MPAC)

Attached as Appendix I is a letter dated December 14, 2022 from Ms. Mary Meffe, Vice-President, Corporate and Information Services and Chief Financial Officer, MPAC providing details of the 2023 funding requirements and advising that there is no overall increase to the municipal levy. Based on preliminary assessment data, the charge for the County of Renfrew will be approximately \$1,540,414.86 compared to the 2022 funding requirement for the County of Renfrew of \$1,541,699.83 representing a decrease of 0.08% for the County.

Attached as Appendix II is an email dated December 15, 2022 and the Assessment Change Summary, which is a high-level summary of the assessment changes within the County of Renfrew. The 2020 taxation year was the last year in the legislated four-year assessment cycle based on 2016 Current Value Assessment (CVA). There will be no phased-in growth in 2023, however the assessment roll may still change from 2022 to 2023 due to changes in the state and condition of properties.

9. Municipal Tax Equity (MTE) Consultants Inc.

The County of Renfrew annually hosts a Tax Policy Working Group meeting that includes all the local municipal treasurers to discuss ongoing issues, concerns and taxation recommendations for the upcoming year. At the request of our local municipalities during our 2021 Tax Policy Working Group meeting, the County of Renfrew was asked to take the lead on coordinating a third-party organization on a fee for service basis for an assessment roll audit study, which resulted in Municipal Tax Equity Consultants Inc. being selected by the group.

The County of Renfrew entered into a service agreement with Municipal Tax Equity Consultants Inc. authorizing MTE to review our assessment roll for a total fee of \$22,000.

Attached as Appendix III is the report providing details of the outcome of MTE's non-appeal based efforts as a result of the 2022 Assessment Audit Report. The properties listed were targeted for review and correction and submitted to MPAC. Many of these have been resolved (updated) or confirmed (additional information indicated that a change was not warranted). These efforts have resulted in additional municipal revenue in excess of \$60,000 based on 2022 tax dollars. Some of these updates will apply to more than one taxation year and some will only apply on a go-forward basis. MTE noted that MPAC adjusted most of the properties recommended with the exception of Ministry properties, which in most cases will remain exempt and these properties account for about 80% of the confirmed accurate properties on the report.

10. Board of Health

Attached as Appendix IV is a letter dated December 16, 2022 from Ms. Ann Aikens, Chair, Board of Health, Renfrew County and District Health Unit giving notice to the County of Renfrew that pursuant to Section 72 (5) of the Health Protection and Promotion Act (H.P.P.A.) the amount that the Board of Health estimates will be required to defray its expenses under Section 72(1) for the year 2023 is \$1,767,955, which is an increase of 2% from 2022. These payments are to be made in 12 equal installments due the 1st day of each month. The Board of Health has also provided the following additional information:

- 2023 Municipal Levy Report with Assumptions and Considerations;
- Breakdown by Obligated Municipalities; and
- History of the Municipal Levy from 1987 – 2023.

11. Ministry of Municipal Affairs and Housing

Attached as Appendix V is an email dated December 13, 2022 that includes the Financial Indicator Review – 2021, the Municipal Financial Profiles for the County of Renfrew and a slide deck entitled “Financial Indicators – 2022” from Sofia Sheikh, Municipal Advisor, Municipal Services Office – East Region, Ministry of Municipal Affairs and Housing. The Ministry reviews the indicators from time-to-time, to make sure they provide useful information and this year they have not made any changes to the indicators.

Again for this year, the indicator for Asset Consumption Ratio has been flagged as “moderate risk”, but is unchanged from the 2020 report.

The Municipal Financial Profile spreadsheet contains data points from the Financial Information Returns, as well as a variety of calculations based on the FIR information. Other information comes from sources such as, the Municipal Property Assessment Corporation (MPAC), Statistics Canada and the On-Line Property Tax Analysis (OPTA) system.

12. Employee and Family Assistance Program (EFAP)

On May 12, 2022 the Human Resources Division reported to County Council, through the Finance and Administration Committee, that we would be distributing a Request for Proposal (RFP) for the County of Renfrew Employee and Family Assistance Program (EFAP). On June 21, 2022 the Notice of RFP was posted. There were five companies that submitted proposals by the July 29, 2022 deadline and in the requested formats.

The Human Resources Evaluation Committee reviewed and scored the submitted proposals utilizing a scoring system based on the RFP document. As a result of the evaluation and presentation, the selection panel recommended a service agreement with Inkblot Technologies Inc.

On September 28, 2022 County Council passed Resolution No. FA-CC-22-09-87 to adopt a By-law to enter into a service agreement with Inkblot Technologies Inc. for a two-year period from January 1, 2023 to December 31, 2024. As of January 1, 2023, the conversion to Inkblot has taken place, and all County staff and their families are able to utilize the service offerings provided by Inkblot. Employees have received communications from Human Resources and Inkblot on the new service.

RESOLUTIONS

13. Signing Authority – Bank of Montreal

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the signing authority for the Corporation of the County of Renfrew Bank of Montreal accounts be updated to remove Paul Moreau and Debbie Robinson and to add Craig Kelley and Peter Emon; FURTHER that two (2) of the following four (4) names have signing authority; Peter Emon, Craig Kelley, Jeffrey Foss, Daniel Burke.

Background

We wish to advise that with the retirement of Paul Moreau, Chief Administrative Officer/Clerk and the hiring of Craig Kelley as the new Chief Administrative Officer/Clerk and the appointment of the new Warden Peter Emon at our November 23, 2022 Inaugural session, it is now necessary to update the signing authorities for the Bank of Montreal Accounts.

14. 2023 Membership of the Association of Municipalities of Ontario (AMO)

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the 2023 membership fee to the Association of Municipalities of Ontario (AMO) in the amount of \$9,811.42 including HST be approved.

Background

The County of Renfrew is presently a member of the Association of Municipalities of Ontario (AMO). The membership fee for 2022 was \$9,564.56 including HST. The membership fee for 2023 is \$9,811.42 including HST which is a 2.58% increase over 2022. Attached as Appendix VI is a letter dated December 16, 2022 from Colin Best, President, AMO providing details of the value of our AMO membership and representing municipal employer interests in OMERS as our sponsor representative through the Municipal Employer Pension Centre of Ontario (MEPCO).

15. 2023 Municipal Employer Pension Centre of Ontario (MEPCO)

Recommendation: THAT the Finance and Administration Committee approves for the Treasurer to continue to pay the Municipal Employer Pension Centre of Ontario (MEPCO) the 2023 Employer Municipal Contribution in the amount of \$3,405.26 (574 OMERS Employees x \$5.25/per employee) including HST.

Background

The Municipal Employer Pension Centre of Ontario (MEPCO) is a non-profit corporation created by the Association of Municipalities of Ontario (AMO) to provide pension expertise and resources to AMO's employer representatives on the OMERS Sponsors Corporation (SC) and Administration Corporation (AC) Boards. The board structure was established through legislation to provide sponsors (employers and employees) with the responsibility for the Plan, devolving it from the Province. The legislation names AMO as the sponsor for OMERS municipal governments, the largest sponsor of the municipal employers. The MEPCO board meets quarterly and members include pension

experts, as well as municipal government representatives that provide well thought out, actuarially sound perspectives on OMERS issues that reflect the interests of municipal employers and the overall sustainability of the OMERS Pension Plan.

The 2023 Budget will include a provision for this continued payment to MEPCO. The 2022 Employer Municipal contribution for the County of Renfrew was \$3,428.99 including HST (578 OMERS Employees x \$5.25/per employee).

Effective January 1, 2023, the current eligibility requirement for non-full-time employees to join the OMERS pension plan is being removed. This means that all non-full-time (NFT) employees may elect to join the OMERS pension plan at any time. NFT employees are referred to as “other than continuous full-time” (OTCFT) employees under the Plan. An OTCFT employee is any employee who is working for and paid directly by an OMERS employer on a less than continuous full-time (CFT) bases. Examples of OTCFT employees include those who:

- Work less than the employer’s normal full work week (must be a minimum of 32 hours/week);
- Work a full work week, but less than 12 months per year (ex. Employees employed in seasonal employment);
- Are hired on contract for less than a year;
- Work as temporary replacements for CFT employees who are on leave from their permanent positions; or
- Are summer students.

If an eligible employee turns down initial enrolment, the employee will continue to have the opportunity to join the plan in the future, as long as they remain employed with the County of Renfrew. Once an employee has been enrolled in the Plan, they are generally unable to opt out, and will continue to be a member until the earlier of: a member event (termination, retirement, or death), or November 30 of the year the member turns 71.

BY-LAWS

16. Corporate Policies and Procedures – Human Resources

Recommendation: THAT the Finance and Administration Committee recommends to County Council that Corporate Policy A-07 - Criminal Record Check for Prospective Employees, A-10 - Staffing, B-10 - Acting Pay, E-01 - Hours of Work and

Overtime and J-01 - Service Awards Program be approved; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to Establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

Background

The following policies have been updated and are attached as Appendix VII in bold and strike through.

- a) **A-07 Criminal Record Check for Prospective Employees**
 - Definitions added for clarity
 - Procedure amended to reflect current practice
 - Changes to long term care section to align with Fixing Long-Term Care Act, 2021
- b) **A-10 Staffing**
 - Procedure amended to reflect current practice (last updated in 2009)
 - References to other procedures added for clarity
- c) **B-10 Acting Pay**
 - Rewritten based on Chief Administrative Officer/Clerk and Senior Leadership Team (SLT) direction
- d) **E-01 Hours of Work and Overtime**
 - Updated to include Employment Standards Act (ESA) language on overtime
 - Updated to clarify overtime for Group B and Group D
- e) **J-01 Service Awards Program**
 - Updated to reflect current practice, which had to be adjusted as a result of COVID
 - Updated to reflect employee preferences after service awards survey completed

17. Human Resources Information System (HRIS)

Recommendation: THAT the Finance and Administration Committee recommends that County Council adopt a By-Law to enter into a service agreement with Nortek Solutions Inc. doing business as Workzoom for a three-year period from February 1, 2023 to January 31, 2026.

Background

Within our Strategic Plan 2019 – 2022, Council established four Strategic priorities: Strong Engagement and Relations with Federal and Provincial Government; Fiscal Sustainability; Service Delivery Review and Technology

Acceleration. The Technology Acceleration priority required the development of a technology strategy in 2021 to highlight efficiencies through technology.

The County of Renfrew proposed that \$75,000 from the Municipal Modernization Program Intake 2 Review stream funding/digital review funding be utilized towards a consultant to determine areas of focus and an action plan that would compare our processes against critical success indicators of broadband, workforce, innovation, digital equality, sustainability, digital advancement, and communication. The County of Renfrew's Information Technology Digital Strategy Request for Proposal (RFP) was issued in early July with a closing date of noon on Friday, July 30, 2021. The intent of the RFP and resulting contract was to establish an agreement for professional services for the development of a digital strategy. The successful bidder was required to have substantial experience in developing digital strategies in a municipal government environment.

Perry Group Consulting was chosen as the top candidate from 10 proposals and at the August 2021 meeting of Council they were awarded the service contract for the onetime amount of \$59,675.00 excluding HST.

During the fall of 2021, the Perry Group held a number of workshops with each member of the Senior Leadership Team and their management staff to conduct a baseline assessment on digital services (i.e. software, hardware, personnel, online services). They explored our use of digital business tools through a general staff survey to facilitate stakeholder consultation. In addition, the Perry Group organized meetings with all interested Council members on November 3 and November 11, 2021 to evaluate the current use of digital business tools and applications to meet stakeholder needs, including current strengths and areas needing improvement from both internal business processes and citizen facing service aspects. These discovery exercises yielded 42 potential projects for consideration.

On January 26, 2022 the Perry Group appeared before Council as a delegation to present the key issues identified during their discovery review process, specifically:

1. IT staff are focused on infrastructure acquisition, implementation and maintenance. They have excellent skills and resources but are limited to this current mandate.
2. County core processes are not all digitized and there are gaps in corporate Business Solutions.

3. There is no central, coordinated approach to project intake and delivery methodology.
4. Business units are too busy operating day to day to focus on digital improvement.
5. There is a corporate need to align business solutions with corporate priorities.

The Perry Group advised County Council that the final report on the IT Strategy would contain recommendations to create an IT Governance Committee and also elevate the role of the Information Technology Division to closely partner with each business unit to help identify, plan and deliver significant business transformation initiatives plus be a trusted supplier of the services currently provided. This transformation would require an increased investment in staffing for the department. In addition, the Senior Leadership Team participated in a workshop with the Perry Group on March 3, 2022 to evaluate, score and prioritize the IT projects from the list created during the discovery phase of this project.

On March 30, 2022 the Perry Group again appeared before County Council as a delegation to present the Digital Strategy Final Report. The Senior Leadership Team met on April 21, 2022 to consider the recommendations contained in this final report and to identify the projects we believed could reasonably be achieved over the next number of months to ensure that we utilized the funding opportunities available from the Municipal Modernization Program (Intake 2 and 3).

It was the recommendation of the Senior Leadership Team that a number of IT projects be applied against the Municipal Modernization Program funds received including an HRIS Solution.

On August 19, 2022, RFP HR-2022-02 for an HRIS Solution was released. The RFP closed on September 23, 2022, with four proponents having submitted the required documentation by the deadline. A review committee from the Human Resources division was established, and a full review of the proposals was completed. Two proposals did not meet the County's phased in strategy, either due to the requirement to begin with payroll, or suggesting a course of action that was different than our plan. The remaining two proposals met many if not all of the requirements set out in the RFP document, however their pricing was cost prohibitive. Given that none of the proposals received either met with the County's phased approach or were not economically viable, it was

the recommendation of the review Committee that none of the proposals be accepted, and rather another initiative be undertaken to source a more cost-effective solution for the Human Resources divisions software needs.

The Human Resources division undertook an extensive search of various service providers and selected three vendors to provide presentations. The search included reviewing solutions online, speaking with Eastern Ontario HR Group members, discussions with Eastern Ontario Treasurers and consulting with the Perry Group on vendors. The final three vendors, being Folks HR, Star Garden and Workzoom were all invited to provide a demo of their software to the HR team. The solutions were compared against an extract of the original RFP for required functionality, to ensure it would meet the needs of the organization. Financial proposals were sought from the vendors to ensure they would fit within the funding envelope for the project.

As a result of the presentations, system capabilities, and financial proposals the selection panel is recommending a service agreement with Nortek Solutions Inc. doing business as Workzoom for a three-year period February 1, 2023 to January 31, 2026 at a total cost of \$269,730 + HST. This agreement will be funded from the Municipal Modernization Program – Intake 3 and the existing Provision for Unallocated Funds budget, as approved by Council at the May 2022 meeting.

From: Nicole McNeill
Sent: December 14, 2022 2:35 PM
To: Jeff Foss
Subject: 2023 MPAC Municipal Levy

Appendix I



December 14, 2022

Jeff Foss
Treasurer
County of Renfrew

Subject: 2023 Municipal Levy

As we look to the year ahead, we are pleased to let you know that MPAC's Board of Directors approved the 2023 operating budget with no overall increase to the municipal levy.

MPAC has been controlling expenses through the strategic management of financial and business operations, including efforts to modernize existing services and increase commercial revenues. While this focus has allowed MPAC to hold the municipal levy steady for three years, we will need to take into consideration the impact of rising inflation, labour and other costs for future budgets.

Your municipality's annual 2023 levy amount will be \$1,540,414.86 or a -0.08% decrease.

Under the *Municipal Property Assessment Corporation Act*, funding requirements are distributed to each municipal billing partner based on their total assessed values and property counts, compared to all of Ontario. An explanation of how each municipality's levy is calculated is available here: <https://www.mpac.ca/sites/default/files/2022-12/2023%20Municipal%20Levy%20ENG.pdf>.

Additional information about your municipality's specific 2023 levy calculation is available here: <https://workdrive.mpac.ca/external/ebcfec0a1ce75098e6b590e560a64768e5f0cd98c4df9704c89a9e5bab98588>.

Your first bill will be mailed in early January 2023, followed by equal quarterly installments. You will soon receive your Assessment Change Summary from your local MPAC account management team, which provides a high-level summary of the assessment changes within your municipality.

We encourage you to read our 2022 Municipal Partnerships Report <https://news.mpac.ca/2022-municipal-partnerships-report> to see the highlights of our work together this year.

If you have questions about MPAC's funding requirements, please contact:

Mary Meffe
Vice-President, Corporate and Information Services
and Chief Financial Officer
289-539-0306
Mary.Meffe@mpac.ca

For information about the assessment services available to your municipality, please contact:

Carmelo Lipsi

Vice-President, Valuation and Customer Relations
and Chief Operating Officer

289-317-0881

Carmelo.Lipsi@mpac.ca

Yours Truly,

Alan Spacek

Chair, MPAC Board of Director

Nicole McNeill

President and Chief Administrative Officer, MPAC

Copy MPAC Board of Directors

Executive Management Group, MPAC

Director and Regional Managers, Municipal and Stakeholder Relations, MPAC

From: Jennifer Gruntz
Sent: December 15, 2022 8:36 AM
To: Jeff Foss
Subject: MPAC: 2022 Municipal Partnership Report and Assessment Change Summary



Good morning Jeff,

Please see the following communication from Mary Dawson-Cole, Director, Municipal and Stakeholder Relations, regarding the 2022 Municipal Partnership Report and Assessment Change Summary.

Please don't hesitate to contact me with any questions you may have.

Happy Holidays!

Jennifer Gruntz, AIMA

Account Manager
 Zone 6, Municipal and Stakeholder Relations
 Office: 613 775-0270
 Mobile: 613 639-2636

mpac.ca

Municipal Property Assessment Corporation
 1100 Pembroke Street East, Unit 324 Pembroke, ON K8A 6Y7

To: Chief Administrative Officers, Chief Financial Officers, Treasurers, and Tax Administrators

From: Mary Dawson-Cole, Director, Municipal and Stakeholder Relations

With year-end fast approaching, it's a fitting time to reflect on all that we have accomplished together this year. To that end, we are pleased to share our [2022 Municipal Partnership Report](#), which highlights our work together. Also attached is your Assessment Change Summary, which is a high-level summary of the assessment changes within your municipality.

The 2020 tax year was the last year in the legislated four-year assessment cycle, based on 2016 CVA. However, as a result of the government's postponement of a province-wide Assessment Update, the 2023 tax year will continue to be based on the fully phased-in January 1, 2016 current values. There will be no phased-in growth in 2023.

Although the valuation base year remains the same, the assessment roll may still change from 2022 to 2023 due to changes in the state and condition of properties.

As Ontario's property market experts, MPAC remains committed to providing property values, insights, and services that municipalities and property owners can rely on. This past year we continued to update property information, capture new assessment, analyze sales, complete tax applications, and manage Requests for Reconsideration and appeals.

To support the value of our collective work, we plan to share the Municipal Partnerships Report (but not the Assessment Change Summary) with Municipal Clerks in January for sharing with your new Councils.

On behalf of MPAC and our Municipal and Stakeholder Relations team, we wish you all the very best this holiday season.

We look forward to working with you in 2023.

Regards,

Mary

Mary Dawson-Cole, Director, Municipal and Stakeholder Relations
 mpac.ca – Municipal Property Assessment Corporation



Assessment Change Summary

County of Renfrew

The following chart provides a snapshot comparing the assessed value at the beginning of one taxation year (2022), to the assessed value at the beginning of the next taxation year (2023).

Property Tax Class (RTC) Description	RTC	Based on 2016 Current Value Assessment (CVA)			
		Destination CVA <i>At time of roll return for 2022 Tax Year</i>	2023 Tax Year <i>Destination CVA at time of roll return for 2023 Tax Year</i>	Percent Change <i>2022 – 2023 Tax Year</i>	Percent of Total CVA <i>Distribution of CVA between classes for 2023 Tax Year</i>
Residential	R	10,036,967,575	10,273,872,096	2.36%	77.35%
Multi-Residential	M	101,952,626	102,806,626	0.84%	0.77%
New Multi-Residential	N	12,251,934	27,664,934	125.80%	0.21%
Commercial	C	434,099,173	630,234,375	45.18%	4.74%
Shopping Centre	S	11,271,070	19,696,218	74.75%	0.15%
Commercial (New Construction)	X	107,983,404	-	-100.00%	0.00%
Shopping Centre (New Construction)	Z	8,370,700	-	-100.00%	0.00%
Industrial	I	30,284,307	36,500,579	20.53%	0.27%
Large Industrial	L	21,907,000	39,703,080	81.23%	0.30%
Industrial (New Construction)	J	4,442,096	-	-100.00%	0.00%
Pipeline	P	377,732,000	378,229,000	0.13%	2.85%
Farm	F	614,963,823	610,794,323	-0.68%	4.60%
Managed Forests	T	46,805,800	49,802,000	6.40%	0.37%
Shortline Railway Right-of-Way	B	-	-	0.00%	0.00%
Utility Transmission & Distribution Corridors	U	-	-	0.00%	0.00%
PIL - Residential	R	181,574,626	181,621,226	0.03%	1.37%
PIL - Multi-Residential	M	60,777,600	60,777,600	0.00%	0.46%
PIL - Commercial	C	435,979,397	361,760,452	-17.02%	2.72%
PIL - Office Building	D	1,106,600	1,106,600	0.00%	0.01%
PIL - Commercial (New Construction)	X	509,000	-	-100.00%	0.00%
PIL - Industrial	I	509,300	509,300	0.00%	0.00%
PIL - Large Industrial	L	17,781,080	-	-100.00%	0.00%
PIL - Landfill	H	430,400	430,400	0.00%	0.00%
Exempt	E	487,860,099	507,393,310	4.00%	3.82%
TOTAL		12,995,559,610	13,282,902,119	2.21%	100.00%

The Township of McNab-Braeside

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-01-001-010-016-55	RT	192,000	192,000	RT	513,000	513,000	321,000	321,000	\$2,084	\$1,225	\$3,309	\$491
(M)	Status	Resolved / Concluded		CVA (Value) Change,		Supp/Omit		Years Corrected: 2020, 2021, 2022					
	Home built in 2004.												
2022	47-01-001-010-026-00	RT	5,700	5,700	CX	5,000	5,000	-700	-700	\$22	\$13	\$35	\$35
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)		Update for Next Roll							
2022	47-01-001-025-191-00	RT	113,000	113,000	IX	25,500	25,500	-87,500	-87,500	-\$297	-\$169	-\$466	\$51
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)		Update for Next Roll							
Local Summary: The Township of McNab-Braeside								232,800	232,800	\$1,809	\$1,069	\$2,878	\$577

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

Year	Roll Number	Orig. RTCQ	Original CVA		Rev. RTCQ	Revised CVA		Change		Annualized Tax Change Summary			
			Full	Phased		Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-02-000-015-109-50	CX	20,000	20,000	RT	20,000	20,000	0	0	-\$145	-\$63	-\$208	-\$145
(M)	Status	Resolved / Concluded	Coding Change			Update for Next Roll							
2022	47-02-000-025-026-00	RT	86,000	86,000	CT	94,000	94,000	8,000	8,000	\$749	\$323	\$1,072	\$695
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							
2022	47-02-000-040-116-03	IX	45,000	45,000	RT	73,000	73,000	28,000	28,000	-\$437	-\$184	-\$621	-\$284
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							
2022	47-02-000-045-066-10	IX	23,000	23,000	CT	34,000	34,000	11,000	11,000	-\$7	-\$2	-\$9	\$97
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							
2022	47-02-000-050-086-10	R1	65,000	65,000	RT	65,000	65,000	0	0	\$374	\$161	\$535	\$64
(M)	Status	Resolved / Concluded	Coding Change			Update for Next Roll							
2022	47-02-000-050-086-13	R1	66,000	66,000	RT	66,000	66,000	0	0	\$380	\$164	\$544	\$66
(M)	Status	Resolved / Concluded	Coding Change			Update for Next Roll							
2022	47-02-000-050-086-19	R1	67,000	67,000	RT	67,000	67,000	0	0	\$386	\$167	\$553	\$67
(M)	Status	Resolved / Concluded	Coding Change			Update for Next Roll							
2022	47-02-000-050-089-13	R1	71,000	71,000	RT	71,000	71,000	0	0	\$410	\$176	\$586	\$71
(M)	Status	Resolved / Concluded	Coding Change			Update for Next Roll							
2022	47-02-000-065-123-00	RT	89,000	89,000	CX	237,000	237,000	148,000	148,000	\$3,024	\$1,301	\$4,325	\$1,950
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							
2022	47-02-000-070-003-00	RT	152,000	152,000	CX	251,000	251,000	99,000	99,000	\$2,691	\$1,158	\$3,849	\$1,976
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							
2022	47-02-000-070-003-20	RT	113,000	113,000	CX	106,000	106,000	-7,000	-7,000	\$704	\$303	\$1,007	\$760
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)			Update for Next Roll							

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-02-000-070-013-20	C1	468,000	468,000	CX	468,000	468,000	0	0	\$6,078	\$2,616	\$8,694	\$3,867
(M)	Status	Resolved / Concluded		Coding Change		Update for Next Roll							
2022	47-02-000-070-013-30	C1	721,000	721,000	CX	721,000	721,000	0	0	\$9,364	\$4,030	\$13,394	\$5,959
(M)	Status	Resolved / Concluded		Coding Change		Update for Next Roll							
2022	47-02-000-070-037-50	RT	137,000	137,000	RT	224,000	224,000	87,000	87,000	\$771	\$332	\$1,103	\$133
(M)	Status	Resolved / Concluded		CVA (Value) Change		Update for Next Roll							
Local Summary: The Town of Arnprior								374,000	374,000	\$24,342	\$10,482	\$34,824	\$15,276

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

The Township of Greater Madawaska

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-06-006-010-452-30	RT	23,000	23,000	CX	20,500	20,500	-2,500	-2,500	\$60	\$54	\$114	\$145
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
2022	47-06-006-010-456-10	RT	23,500	23,500	CX	31,500	31,500	8,000	8,000	\$142	\$128	\$270	\$241
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
2022	47-06-006-010-456-15	RT	24,500	24,500	CX	32,000	32,000	7,500	7,500	\$142	\$129	\$271	\$245
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
2022	47-06-006-010-457-05	RT	24,500	24,500	CX	32,500	32,500	8,000	8,000	\$146	\$132	\$278	\$249
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
2022	47-06-006-010-462-03	RT	25,500	25,500	CX	39,000	39,000	13,500	13,500	\$191	\$173	\$364	\$304
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
2022	47-06-012-045-161-00	CX	18,400	18,400	CX	10,100	10,100	-8,300	-8,300	-\$64	-\$57	-\$121	-\$73
(M)	Status	Resolved / Concluded	CVA (Value) Change		Update for Next Roll								
2022	47-06-012-045-169-10	CX	28,000	28,000	CX	19,800	19,800	-8,200	-8,200	-\$62	-\$57	-\$119	-\$72
(M)	Status	Resolved / Concluded	CVA (Value) Change		Update for Next Roll								
2022	47-06-012-045-170-00	IX	24,500	24,500	CX	13,100	13,100	-11,400	-11,400	-\$181	-\$161	-\$342	-\$101
(M)	Status	Resolved / Concluded	Coding Change, CVA (Value)		Update for Next Roll								
Local Summary: The Township of Greater Madawaska								6,600	6,600	\$374	\$341	\$715	\$938

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



The Township of Madawaska Valley

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-26-024-030-263-00	RT	26,000	26,000	CX	11,900	11,900	-14,100	-14,100	-\$24	-\$17	-\$41	\$65
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll						
2022	47-26-024-030-362-50	RT	51,000	51,000	RT,IT	128,000	128,000	77,000	77,000	\$1,295	\$909	\$2,204	\$810
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll						
2022	47-26-026-010-518-00	RT	40,000	40,000	IX	174,000	174,000	134,000	134,000	\$2,331	\$1,637	\$3,968	\$1,470
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll						
2022	47-26-026-020-063-00	RT	20,500	20,500	CX	12,000	12,000	-8,500	-8,500	\$7	\$5	\$12	\$75
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)									
2022	47-26-026-020-064-00	RT	19,300	19,300	CX	7,100	7,100	-12,200	-12,200	-\$35	-\$25	-\$60	\$32
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll						
Local Summary: The Township of Madawaska Valley								176,200	176,200	\$3,574	\$2,509	\$6,083	\$2,452

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary				
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education	
2022	47-38-039-065-193-00	CX	9,800	9,800	RT	29,000	29,000	19,200	19,200	\$76	\$43	\$119	-\$42	
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)		Update for Next Roll								
Local Summary: The Municipality of Bonnechere Valley									19,200	19,200	\$76	\$43	\$119	-\$42

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

The Town of Renfrew

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-48-000-020-006-90	IX	15,300	15,300	RT	57,000	57,000	41,700	41,700	\$169	\$61	\$230	-\$48
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-020-006-91	IX	26,500	26,500	RT	67,000	67,000	40,500	40,500	-\$40	-\$17	-\$57	-\$130
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-020-007-20	IX	29,000	29,000	CX	38,500	38,500	9,500	9,500	-\$80	-\$31	-\$111	\$84
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-020-155-00	RT	118,000	118,000	CX	191,000	191,000	73,000	73,000	\$2,399	\$873	\$3,272	\$1,500
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-020-173-00	CX	50,000	50,000	IX	50,000	50,000	0	0	\$450	\$168	\$618	\$0
(M)	Status	Resolved / Concluded			Coding Change		Update for Next Roll						
2022	47-48-000-055-019-00	CX	53,000	53,000	RT	49,500	49,500	-3,500	-3,500	-\$490	-\$178	-\$668	-\$390
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-080-048-50	RT	42,000	42,000	CX	66,000	66,000	24,000	24,000	\$816	\$297	\$1,113	\$517
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-080-080-00	IX	31,000	31,000	CX	122,000	122,000	91,000	91,000	\$1,455	\$526	\$1,981	\$801
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-095-090-00	IX	19,800	19,800	RT	53,000	53,000	33,200	33,200	\$1	-\$2	-\$1	-\$93
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
2022	47-48-000-095-091-00	IX	21,000	21,000	RT	54,000	54,000	33,000	33,000	-\$22	-\$10	-\$32	-\$102
(M)	Status	Resolved / Concluded			Coding Change, CVA (Value)		Update for Next Roll						
Local Summary: The Town of Renfrew								342,400	342,400	\$4,658	\$1,687	\$6,345	\$2,139

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



The Township of Whitewater Region

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-58-049-050-092-10	RT	18,500	18,500	RT	156,000	156,000	137,500	137,500	\$912	\$524	\$1,436	\$211
(M)	Status	Resolved / Concluded		CVA (Value) Change,		Supp/Omit		Years Corrected: 2020, 2021, 2022					
	Home built in 2002												
2022	47-58-049-050-190-00	RT	78,000	78,000	RT	146,000	146,000	68,000	68,000	\$452	\$259	\$711	\$104
(M)	Status	Resolved / Concluded		CVA (Value) Change,		Supp/Omit		Years Corrected: 2021, 2022					
	Home built in 1900												
Local Summary: The Township of Whitewater Region								205,500	205,500	\$1,364	\$783	\$2,147	\$315

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



The Township of Laurentian Valley

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary				
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education	
2022	47-66-066-030-035-55	RT	84,000	84,000	CX	188,000	188,000	104,000	104,000	\$1,135	\$981	\$2,116	\$1,525	
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll							
2022	47-66-074-065-179-00	RT	42,500	42,500	CX	59,000	59,000	16,500	16,500	\$285	\$247	\$532	\$454	
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll							
2022	47-66-074-065-180-00	RT	32,500	32,500	CX	77,000	77,000	44,500	44,500	\$473	\$409	\$882	\$628	
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)			Update for Next Roll							
Local Summary: The Township of Laurentian Valley									165,000	165,000	\$1,893	\$1,637	\$3,530	\$2,607

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



The Township of North Algona Wilberforce

File Outcome Summary

The County of Renfrew

October 25, 2022

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-69-069-010-243-00	RT	46,500	46,500	RT	85,000	85,000	38,500	38,500	\$265	\$147	\$412	\$59
(M)	Status	Resolved / Concluded		CVA (Value) Change,		Update for Next Roll							
	Home built in 1975												
2022	47-69-069-025-171-65	RT	29,500	29,500	RT	36,500	36,500	7,000	7,000	\$48	\$26	\$74	\$11
(M)	Status	Resolved / Concluded		CVA (Value) Change		Update for Next Roll							
2022	47-69-072-010-078-00	RT	32,500	32,500	CT, CU	42,500	42,500	10,000	10,000	\$307	\$170	\$477	\$324
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)		Update for Next Roll							
Local Summary: The Township of North Algona Wilberforce								55,500	55,500	\$620	\$343	\$963	\$394

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-79-078-015-028-50	CX	30,000	30,000	CX	191,000	191,000	161,000	161,000	\$1,256	\$1,115	\$2,371	\$1,417
(M)	Status	Resolved / Concluded		CVA (Value) Change		Update for Next Roll							
Local Summary: The Town of Petawawa								161,000	161,000	\$1,256	\$1,115	\$2,371	\$1,417

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

Year	Roll Number	Orig.	Original CVA		Rev.	Revised CVA		Change		Annualized Tax Change Summary			
		RTCQ	Full	Phased	RTCQ	Full	Phased	Full	Phased	Local	Upper-Tier	Mun.Total	Education
2022	47-98-000-020-039-50	E	6,000	6,000	RG	24,000	24,000	18,000	18,000	\$50	\$92	\$142	\$0
(M)	Status	Resolved / Concluded		Coding Change, CVA (Value)		PRAN		Years Corrected: 2022					
Local Summary: The Township of Head Clara and Maria								18,000	18,000	\$50	\$92	\$142	\$0
Total:		The County of Renfrew						1,756,200	1,756,200	\$40,016	\$20,101	\$60,117	\$26,073

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.

Property Specific Counts				
Municipality	Resolved (Updated)	Confirmed (No Change)	Pending (Efforts Ongoing)	Total
The Township of McNab-Braeside	3	4	0	7
The Town of Arnprior	14	0	0	14
The Township of Greater Madawaska	8	2	0	10
The Township of Madawaska Valley	5	7	0	12
The Township of Killaloe, Hagarty and Richards	0	4	0	4
The Municipality of Bonnechere Valley	1	2	0	3
The Township of Horton	0	6	0	6
The Town of Renfrew	10	3	0	13
The Township of Whitewater Region	2	4	0	6
The Township of Laurentian Valley	3	3	0	6
The Township of North Algona Wilberforce	3	1	0	4
The Town of Petawawa	1	0	0	1
The Town of Laurentian Hills	0	3	0	3
The Township of Head Clara and Maria	1	4	0	5
The County of Renfrew	51	43	0	94

*Note: The annualized tax change represents the difference between the original and revised phase adjusted CVA tax amounts for the year indicated and is intended for general reference purposes only.



Renfrew County and District Health Unit

"Optimal Health for All in Renfrew County and District"

December 16, 2022

County of Renfrew
Office of the County Warden
9 International Drive
Pembroke, ON K8A 6W5
warden@countyofrenfrew.on.ca

Dear Warden Emon,

I wish to inform you that the Renfrew County and District Health Unit (RCDHU) Board of Health held a special meeting on December 16, 2022, to review the anticipated funding requirement for 2023.

On behalf of the Board of Health and pursuant to Section 72 (5) of the Health Protection and Promotion Act (HPPA), written notice is being provided to your CAO for the estimated amount that will be required to defray RCDHU's 2023 expenses under Section 72 (1).

The estimated amount required for 2023 is \$1,767,955. This is a 2% increase from 2022.

To provide additional information for your review, you will find the following enclosures:

- RCDHU 2023 Municipal Levy Considerations and Assumptions
- Breakdown by Obligated Municipalities
- History of the Municipal Levy from 1987-2023.

Your ongoing support of Renfrew County and District Health Unit's programs and services particularly during these difficult times is very much appreciated.

Sincerely,

Ann Aikens
Chair, Board of Health

Enclosures

cc. Dr. R. Cushman, Acting Medical Officer of Health
Heather Daly, Chief Executive Officer
Dr. Ian Gemmill

RCDHU 2023 Levy Considerations and Assumptions

The recommendation for the Municipal Funding Requirement for 2023 is to apply a 2% increase to the 2022 levy amount of \$2,005,193. This would be an increase of \$40,104 bringing the new total levy to \$2,045,297. There was no increase to the levy in 2022.

COVID-19:

All indicators point to COVID-19 response continuing to be a priority for Public Health Units (PHUs) in Ontario in 2023. A letter from the Ministry on September 29 confirmed provincial supports will be available for the 2023 funding year for COVID-19 extraordinary costs including vaccine program. We do not know the extent to which the extra funding will be available and if it will have a cap.

Recovery:

In 2022, no additional funding was provided by the Ministry for post-pandemic recovery efforts. This work is ongoing and health units are expected to make significant progress with recovery in 2023. We anticipate an increased demand on resources to bring programs back online and up to date. This recovery is done in conjunction with delivering COVID-19 services.

Mandatory (Base) Programs:

The Ministry of Health base mandatory program funding is anticipated to be slightly higher than 2022, by \$13,322. We received a prorated 1% increase to base in 2022 and this amount represents funding for the full year in 2023. There have been no announcements from the Ministry indicating any changes to the base public health programs. Covid-19 continues to be part of mandatory programs but the Ministry has not increased base funding in recognition of this additional financial burden to health units, nor have any requirements been reduced in other program areas. Instead, additional pressures due to COVID-19 are relieved with one-time, extraordinary funding.

Mitigation Funding:

The Ministry has confirmed mitigation funding for 2023 in the letter from September 29. It is assumed the amount will continue at \$908K. This funding is to mitigate the impact of the change to the funding formula announced in 2019 moving to a 70%/30% cost sharing of Mandatory Programs between the province and the municipal partners. It is important to note that mitigation funding can only be used after the obligated municipalities funding has been fully applied to mandatory programs.

School Focused Nurse Initiative:

This initiative was confirmed in the September 29 letter to continue until end of the school year, 2023. This initiative supports 6 FTE nurses for COVID 19 response in the schools.

Other Programs:

The Ministry will fund OSDCP (Seniors' Dental program) and Unorganized Territories at 100%. This program (OSDCP) saw an increase in funding in 2022 and will have the full amount of the increase applied in 2023.

Other Considerations:

Payroll and benefits accounted for 79.8% of costs in 2021. This continues to be the largest component of the RCDHU budget. The Collective agreements for both OPSEU and ONA end December 2022. Therefore, increments to the wage grids and impact to benefits are not known at this time. (Note that RCDHU is not subject to Bill 124, the 1% cap to salaries and benefits that was applied by the Province to public service entities.) However, salary increases in the recent news reports suggest this is an area of considerable potential impact.

Indications are that the provincial workforce that provides staffing assistance with COVID-19 case and contact management is ending March 31. We depend on this service and if it ends additional temporary staff will be required locally.

General overhead costs for goods, services and supplies are rising in direct response to the inflation rates in the economy. This will have an impact on costs in 2023.

In 2023 the purchased services of a .4 FTE Consulting Physician will again be obtained through an agreement with Ottawa Public Health. This will be the third year for this service and will help with the continuing COVID-19 response.

Of interest to note, nine other PHUs shared their levy increases for 2022. They ranged from a high of 10% to a low of 1%. The average levy increase applied by other PHUs was 4% in 2022.

Conclusion:

A 2% levy increase is a reasonable amount to apply in order to mitigate risks from the numerous unknown factors for 2023 including:

- unfunded program recovery work
- potential loss of provincial workforce
- unknown salary and benefit increases
- general inflation pressures on goods and services
- extent of COVID funding not known

Given that there was no levy increase in 2021, the effective rate is 1% when factored over the last 2 years. This is well below the average of the nine PHU's that were reported above. As well, when looking at the history of the levy, this is only 1% above the levy applied in 2004 and 2005, almost 20 years ago.

Renfrew County and District Health Unit:

2023 Estimated Funding Requirement Obligated Municipalities

	2022 Proportion %	2023 Proportion %	Total 2022 Funding Requirement	Total 2023 Funding Requirement (\$) (2% Increase)
Township of South Algonquin	1.15%	1.16%	23,060	23,521
City of Pembroke	12.41%	13.01%	248,844	253,821
County of Renfrew	86.44%	85.84%	1,733,289	1,767,955
	100.00%	100.00%	\$ 2,005,193	\$ 2,045,297

Based on population per 2022 MPAC population statistics: 87,669; These are updated with the 4 year election cycle

Total Estimated Funding Requirement: \$2,045,297

Renfrew County and District Health Unit - Municipal Levy History

Year	Population	Municipal Levy \$	% Increase (Decrease)	Cost Per Capita	Cost Sharing Prov.%/Mun.%
2023	87,669	2,045,297	2.00%	\$ 23.33	70/30 with mitigation
2022	88,289	2,005,193	0	22.71	70/30 with mitigation
2021	88,289	2,005,193	8.46%	22.71	70/30 with mitigation
2020	88,289	1,848,733	10.00%	20.94	70/30 with mitigation
2019	88,289	1,680,666	1.83%	19.04	75%/25%
2018	90,398	1,650,516	0%	18.26	75%/25%
2017	90,398	1,650,516	0.00%	18.26	75%/25%
2016	90,398	1,650,516	-2.62%	18.26	75%/25%
2015	90,398	1,694,966	2.00%	18.75	75%/25%
2014	90,578	1,661,731	0.00%	18.35	75%/25%
2013	90,578	1,661,731	0.00%	18.35	75%/25%
2012	90,578	1,661,731	3.00%	18.35	75%/25%
2011	90,578	1,613,331	3.00%	17.81	75%/25%
2010	92,322	1,566,341	9.93%	16.97	75%/25%
2009	92,322	1,424,916	0.00%	15.43	75%/25%
2008	92,322	1,424,916	0.00%	15.43	75%/25%
2007	92,322	1,424,916	-28.12%	15.43	75%/25%
2006	93,741	1,982,275	0.00%	21.15	65%/35%
2005	93,741	1,982,275	0.00%	21.15	55%/45%
2004	93,741	1,982,275	7.39%	21.15	50%/50%
2003	93,191	1,845,925	0.00%	19.81	50%/50%
2002	93,191	1,845,925	0.00%	19.81	50%/50%
2001	93,191	1,845,926	0.00%	19.81	50%/50%
2000	93,191	1,845,926	0.00%	19.81	50%/50%
1999	93,317	1,845,926	-50.17%	19.78	50%/50%
1998	91,277	3,704,366	307.21%	40.58	0%/100%
1997	91,277	909,697	0.00%	9.97	75%/25%
1996	91,277	909,697	0.00%	9.97	75%/25%
1995	91,277	909,697	0.00%	9.97	75%/25%
1994	88,159	909,697	0.00%	10.32	75%/25%
1993	88,159	909,697	1.97%	10.32	75%/25%
1992	88,159	892,119	7.45%	10.12	75%/25%
1991	86,773	830,290	6.97%	9.57	75%/25%
1990	86,773	776,190	7.90%	8.95	75%/25%
1989	86,773	719,360	11.62%	8.29	75%/25%
1988	87,851	644,486	4.99%	7.34	75%/25%
1987	87,851	613,859		6.99	75%/25%

****Note:** in 2021 an environmental scan of other Public Health Units was completed with an average Cost Per Capita of \$36.59. The highest was \$58.28 (Temiskaming) and the lowest was \$22.00 (Hastings Prince Edward) with RCDHU at \$22.71

From: Sheikh, Sofia (MMAH)

Sent: December 13, 2022 4:10 PM

To: Jeff Foss

Subject: 2022 Financial Indicator Template (FITs) that has been calculated using your 2021 Financial Information Return (FIR) data (Renfrew C)

Dear Jeff,

The Ministry of Municipal Affairs and Housing reviews each municipality's financial health through the use of key financial indicators which are compared to established provincial thresholds.

Please find attached the financial indicator template that has been calculated using your 2021 Financial Information Return (FIR) data.

The Ministry also reviews the indicators from time-to-time, to make sure they provide useful information. This year we have not made any changes to the indicators.

The formulas (SLC references and calculations) are included in the report for all indicators to provide you with the FIR schedule, line and column that we have drawn the data from.

For each financial indicator, medians and averages have been calculated for comparator groupings relevant to your municipality.

Although financial indicators may provide important information about a municipality's fiscal health, it is important to remember that they only provide a financial snapshot at a particular moment in time and should never be used in isolation but should be supported with other information and local knowledge.

Also enclosed with the financial indicator template is the Municipal Financial Profile for your municipality. The profile spreadsheet contains data points from the FIR, as well as a variety of calculations based on the FIR information. Other information comes from sources such as, the Municipal Property Assessment Corporation (MPAC), Statistics Canada and the On-Line Property Tax Analysis (OPTA) system. Municipalities are required on an annual basis to complete a FIR based mainly on the information from their audited financial statements.

For 2022, the County of Renfrew had one indicator that was within the "moderate" level of risk, Asset Consumption. Please take a look at attached deck, specifically slide 14 (considerations to improve asset consumption). I hope this helps.

If you have any questions, please let me know.

Please advise if you would like to book a meeting to review your indicators.

Regards,

Sofia Sheikh

Sofia Sheikh

Municipal Advisor

Municipal Services Office – Eastern Region Ministry of Municipal Affairs and Housing (MMAH)

Rockwood House, 8 Estate Lane, Kingston, ON K7M 9A8

(613) 539-7935

FINANCIAL INDICATOR REVIEW

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:	Dec 13 2022	2021 Households:	48,220	Median Household Income:	70,652
MSO Office:	Eastern	2021 Population:	76,315	Taxable Residential Assessment as a	
Prepared By:	Sofia Sheikh	2022 MFCI Index:	n/a	% of Total Taxable Assessment:	82.8%
Tier	UT			Own Purpose Taxation:	45,356,144

SUSTAINABILITY INDICATORS

Indicator	Ranges		Actuals	South - UT - Counties		Level of Risk
				Median	Average	
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2017	0.0%	0.0%	0.0%	LOW
		2018	0.0%	0.0%	0.0%	LOW
		2019	0.0%	0.0%	0.0%	LOW
		2020	0.0%	0.0%	0.0%	LOW
		2021	0.0%	0.0%	0.0%	LOW
Net Financial Assets or Net Debt as % of Own Source Revenues	Low: > -50% Mod: -50% to -100% High: < -100%	2017	24.6%	26.1%	25.8%	LOW
		2018	27.4%	30.6%	29.2%	LOW
		2019	36.5%	37.5%	36.1%	LOW
		2020	43.0%	47.7%	47.3%	LOW
		2021	46.9%	62.4%	57.8%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2017	30.7%	31.3%	37.8%	LOW
		2018	32.4%	34.0%	39.4%	LOW
		2019	40.2%	38.8%	42.6%	LOW
		2020	43.9%	45.4%	49.1%	LOW
		2021	45.2%	51.6%	55.9%	LOW
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1	2017	2.29:1	2.8:1	2.83:1	LOW
		2018	2.53:1	2.42:1	2.79:1	LOW
		2019	3.8:1	2.82:1	3.52:1	LOW
		2020	2.65:1	2.46:1	3.19:1	LOW
		2021	3.96:1	3.36:1	3.34:1	LOW

FLEXIBILITY INDICATORS

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2017	0.9%	1.7%	2.0%	LOW
		2018	1.2%	1.7%	1.9%	LOW
		2019	1.3%	1.5%	1.6%	LOW
		2020	1.2%	1.3%	1.8%	LOW
		2021	1.5%	1.3%	1.5%	LOW
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2017	55.7%	46.9%	49.8%	MODERATE
		2018	56.6%	47.9%	50.1%	MODERATE
		2019	57.5%	48.3%	50.7%	MODERATE
		2020	58.1%	48.7%	51.1%	MODERATE
		2021	58.5%	48.9%	51.5%	MODERATE
Annual Surplus / (Deficit) as a % of Own Source Revenues	Low: > -1% Mod: -1% to -30% High: < -30%	2017	12.9%	12.2%	11.5%	LOW
		2018	9.9%	11.4%	13.0%	LOW
		2019	14.9%	14.7%	14.7%	LOW
		2020	25.6%	21.2%	23.9%	LOW
		2021	13.5%	22.0%	21.0%	LOW

The data and information contained in this document is for informational purposes only. It is not an opinion about a municipality and is not intended to be used on its own - it should be used in conjunction with other financial information and resources available. It may be used, for example, to support a variety of strategic and policy discussions.

FINANCIAL INDICATOR REVIEW

(Based on 2021 Financial Information Return)

Renfrew Co

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.
A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Additional Notes on what Financial Indicators may indicate:

Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied - *Shows how much of the taxes billed are not collected.*

Net Financial Assets or Net Debt as % of Own Source Revenues - *Indicates how much property tax and user fee revenue is servicing debt.*

Reserves and Reserve Funds as a % of Municipal Expenses - *Indicates how much money is set aside for future needs and contingencies.*

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - *Indicates how much cash and liquid investments could be available to cover current obligations.*

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) - *Indicates how much of each dollar raised in revenue is spent on paying down existing debt.*

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - *Indicates how much of the assets' life expectancy has been consumed.*

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues - *Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)*

The Northern and Rural Municipal Fiscal Circumstances Index (MFCl) is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFCl is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFCl corresponds to relatively positive fiscal circumstances, whereas a higher MFCl corresponds to more challenging fiscal circumstances. (Note: the MFCl index is only available for northern and rural municipalities)

FINANCIAL INDICATOR REVIEW

(Based on 2021 Financial Information Return)

Renfrew Co

CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)
Net Financial Assets or Net Debt as % of Own Source Revenues	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Total Reserves and Reserve Funds as a % of Municipal Expenses	(SLC 60 2099 02+SLC 60 2099 03)/(SLC 40 9910 11-SLC 12 9910 03-SLC 12 9910 07)
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	SLC 51 9910 10 / SLC 51 9910 06
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:

MSO Office:

Prepared By:

2021 FIR Load Status:

Last Updated:

2021 Households:

2021 Population:

2022 MFCI Index: ^{*8}

Median Household Income (2016) : ^{*4}

2022 Annual Repayment Limit:

Borrowing Capacity 7% over 10 yrs:

STATISTICAL INFORMATION

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
Population ^{*3}	77,841	76,315	76,315	76,315	76,315	-	40,026	0.0%	0.0%	0.0%	-2.0%
Households ^{*3}	48,220	48,220	48,220	48,220	48,220	-	16,073	0.0%	0.0%	0.0%	0.0%
Municipal Expenses ^{*7}	\$ 113,167,717	\$ 119,608,698	\$ 117,851,251	\$ 122,892,366	\$ 131,555,133	\$ 127,257,420	\$ 132,001,245	7.0%	4.3%	-1.5%	5.7%
Own Source Revenues	\$ 60,975,407	\$ 64,480,801	\$ 66,338,111	\$ 69,213,422	\$ 69,337,034	\$ 76,961,361	\$ 106,906,388	0.2%	4.3%	2.9%	5.7%
Own Source Revenue per Household	\$ 1,265	\$ 1,337	\$ 1,376	\$ 1,435	\$ 1,438	\$ 1,830	\$ 3,759	0.2%	4.3%	2.9%	5.7%
Own Source Revenue as a % of Total Revenues (Less Donated TCAs)	48.8%	49.5%	50.5%	48.0%	47.9%	51.7%	73.4%	-0.3%	-4.9%	2.0%	1.3%
Total Revenues	\$ 159,988,904	\$ 144,599,679	\$ 131,403,362	\$ 144,800,738	\$ 145,220,589	\$ 154,028,112	\$ 160,598,768	0.3%	10.2%	-9.1%	-9.6%
Annual Repayment Limit	\$ 17,079,058	\$ 17,169,353	\$ 17,426,050	\$ 17,867,341	\$ 18,074,611	\$ 17,489,329	\$ 19,578,681	1.2%	2.5%	1.5%	0.5%
Own Purpose Taxation	\$ 38,969,327	\$ 40,556,082	\$ 42,053,736	\$ 43,632,648	\$ 45,356,144	\$ 59,759,983	\$ 62,098,514	4.0%	3.8%	3.7%	4.1%
Direct Water Billings as % of Gross Water Expenditures	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	65.0%				
Taxable Res. Assessment as a % of Total Taxable Assessment	82.8%	82.9%	82.8%	82.8%	82.8%	0.0%	78.7%				

DISCOUNTED WEIGHTED ASSESSMENT ^{*1} (Source: Financial Information Return)

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:	
						South - UT - Counties	PROVINCE
Taxable	10,749,396,686	11,084,400,540	11,451,058,289	11,808,382,690	11,943,044,526	-	8,986,908,173
PIL	1,035,130,946	1,062,260,474	1,098,840,524	1,104,972,909	1,109,331,102	-	118,304,208
Total	11,784,527,632	12,146,661,014	12,549,898,813	12,913,355,599	13,052,375,628	-	9,105,212,381

RESIDENTIAL TAXES

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
# of Residential Households	41,223	41,484	41,683	41,935	42,447	-	11,878	1.2%	0.6%	0.5%	0.6%
Avg Municipal Property Taxes Per Avg Residential Household	\$ 1,933	\$ 2,001	\$ 2,081	\$ 2,157	\$ 2,243	\$ -	\$ 2,561	4.0%	3.7%	4.0%	3.6%
Avg Total Property Taxes per Avg Residential Household	\$ 2,302	\$ 2,361	\$ 2,429	\$ 2,497	\$ 2,588	\$ -	\$ 2,951	3.6%	2.8%	2.9%	2.5%
Avg Total Property Taxes per Avg Residential Household as a % of Median Household Income (Tax Effort)	3.3%	3.4%	3.5%	3.6%	3.7%	0.0%	4.5%				
# of Residential Households Excluding Recreational Properties (Excl. RDUs)	34,779	35,012	35,194	35,415	35,940	-	11,414	1.5%	0.6%	0.5%	0.7%
Avg Municipal Property Taxes Per Avg Residential Household (Excl. RDUs)	\$ 1,968	\$ 2,037	\$ 2,117	\$ 2,194	\$ 2,282	\$ -	\$ 2,540	4.0%	3.6%	3.9%	3.5%
Avg Total Property Taxes per Avg Residential Household (Excl. RDUs)	\$ 2,345	\$ 2,402	\$ 2,471	\$ 2,538	\$ 2,632	\$ -	\$ 2,923	3.7%	2.7%	2.9%	2.5%
Avg Total Property Taxes per Avg Residential Household (Excl. RDUs) as a % of Median Household Income (Tax Effort)	3.3%	3.4%	3.5%	3.6%	3.7%	0.0%	4.4%				

RESIDENTIAL TAX RATES ^{*2} (Source: Financial Information Return)

	2017	2018	2019	2020	2021	21/20 %	20/19 %	19/18 %	18/17 %
Lower / Single-Tier General Rate	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
Upper-Tier General Rate	0.0035897	0.0036219	0.0036388	0.0036600	0.0037507	2.5%	0.6%	0.5%	0.9%
Education Rate	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%

TAXES RECEIVABLE

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
Total Taxes Receivable less Allowance for Uncollectibles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,399,430				
Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.8%				
Current Year Taxes Receivable as % of Total Taxes Receivable	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	57.9%				
Working & Contingency Reserves and Discretionary Reserve Funds as % of Current Yr Taxes Rec.	0.0%	0.0%	0.0%	0.0%	0.0%	43.1%	401.9%				
Previous and Prior Years Taxes Receivable as % of Total Taxes Receivable	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	31.7%				

GRANTS

						2021 AVERAGES FOR:					
						South - UT - Counties	PROVINCE				
	2017	2018	2019	2020	2021			21/20 %	20/19 %	19/18 %	18/17 %
Total Unconditional Grants	\$ -	\$ -	\$ 881,321	\$ 3,211,520	\$ 3,253,876	\$ 4,482,331	\$ 7,988,034	1.3%	264.4%	0.0%	0.0%
Ontario Municipal Partnership Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 218,061	\$ 1,141,999	0.0%	0.0%	0.0%	0.0%
As % of Municipal Expenses	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	9.3%				
Other	\$ -	\$ -	\$ 881,321	\$ 3,211,520	\$ 3,253,876	\$ 4,264,270	\$ 6,846,035	1.3%	264.4%	0.0%	0.0%
Total Ontario Conditional Grants	\$ 57,132,204	\$ 58,764,579	\$ 58,132,011	\$ 61,535,875	\$ 64,467,400	\$ 55,036,333	\$ 24,585,944	4.8%	5.9%	-1.1%	2.9%
As a % of Municipal Expenses	50.5%	49.1%	49.3%	50.1%	49.0%	42.1%	10.7%				
Total Ontario Conditional and Unconditional Grants											
As a % of Municipal Expenses	50.5%	49.1%	50.1%	52.7%	51.5%	46.8%	24.7%				

COVID - 19

	2020	2021	TOTAL	
COVID-19 Municipal Operating Funding Allocations - Actual				
- Phase 1 Allocation	\$ 2,780,100			
- Phase 2 Application Based Allocation	\$ -			
- Phase 2 2021 Allocation		\$ 557,000		
2021 Provincial COVID-19 Recovery Funding for Municipalities		\$ 156,334		
Total COVID-19 Municipal Operating Funding	\$ 2,780,100	\$ 713,334	\$ 3,493,434	

	2020	2021	TOTAL	
COVID-19 Municipal Funding - Amounts Recognized				
Safe Restart Agreement - Municipal Operating Funding	\$ 1,459,187	\$ 640,582	\$ 2,099,769	
Provincial COVID-19 Recovery Funding for Municipalities		\$ -	\$ -	
TOTAL COVID-19 MUNICIPAL OPERATING FUNDING RECOGNIZED	\$ 1,459,187	\$ 640,582	\$ 2,099,769	
		Funding not recognized:	\$ 1,393,665	
Safe Restart Agreement - Public Transit Funding	\$ -	\$ -	\$ -	
Social Services Relief Fund (SSRF)	\$ 1,752,333	\$ 2,599,386	\$ 4,351,719	

	2020	2021
Total COVID-19 Expenses as reported on SLC 42 6009 01	\$ 9,009,426	\$ 9,321,038

TOTAL DEBT BURDEN

						2021 AVERAGES FOR:					
						South - UT - Counties	PROVINCE				
	2017	2018	2019	2020	2021			21/20 %	20/19 %	19/18 %	18/17 %
Total Debt Burden	\$ 10,053,871	\$ 12,726,342	\$ 11,435,864	\$ 10,519,791	\$ 13,483,799	\$ 15,331,961	\$ 66,053,756	28.2%	-8.0%	-10.1%	26.6%

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCL Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

Per Household	\$	209	\$	264	\$	237	\$	218	\$	280	\$	327	\$	1,332		28.2%	-8.0%	-10.1%	26.6%
Debt Servicing Cost	\$	1,162,426	\$	1,537,470	\$	1,726,225	\$	1,739,487	\$	2,114,343	\$	2,246,036	\$	6,970,358		21.5%	0.8%	12.3%	32.3%
Per Household	\$	24	\$	32	\$	36	\$	36	\$	44	\$	58	\$	178		21.5%	0.8%	12.3%	32.3%
As a % of Municipal Expenses		1.0%		1.3%		1.5%		1.4%		1.6%		1.8%		3.7%					
As a % of Own Purpose Taxation		3.0%		3.8%		4.1%		4.0%		4.7%		5.3%		7.0%					
As a % of Own Source Revenue		1.9%		2.4%		2.6%		2.5%		3.0%		3.5%		4.3%					
As a % of Total Revenues (Less Donated TCAs)		0.9%		1.2%		1.3%		1.2%		1.5%		1.5%		3.2%					
Debt Service Coverage Ratio (Target: Ratio >= 2)		48		22		14		19		11		334		45					

LIABILITIES (Including Post-Employment Benefits)

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
Temp. Loans for Current Purposes as % of Municipal Expenses	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%				
Post-Employment Benefits	\$ 3,371,688	\$ 6,068,689	\$ 6,734,349	\$ 7,418,646	\$ 12,008,567	\$ 5,014,435	\$ 26,558,948	61.9%	10.2%	11.0%	80.0%
Total Reserves and Reserve Funds for Post-Employment Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,901,302	\$ 5,331,067	0.0%	0.0%	0.0%	0.0%

RESERVES AND RESERVE FUNDS

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
Total Reserves	\$ 34,729,706	\$ 38,718,137	\$ 47,415,411	\$ 53,982,854	\$ 59,424,172	\$ 60,957,817	\$ 36,988,936	10.1%	13.9%	22.5%	11.5%
Total Discretionary Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,664,130	\$ 46,739,181	0.0%	0.0%	0.0%	0.0%
Total Reserves and Discretionary Reserve Funds	\$ 34,729,706	\$ 38,718,137	\$ 47,415,411	\$ 53,982,854	\$ 59,424,172	\$ 71,621,947	\$ 83,728,117	10.1%	13.9%	22.5%	11.5%
Per Household	\$ 720	\$ 803	\$ 983	\$ 1,120	\$ 1,232	\$ 1,574	\$ 3,203	10.1%	13.9%	22.5%	11.5%
As a % of Total Taxes Receivable	0.0%	0.0%	0.0%	0.0%	0.0%	2949.4%	1480.9%				
As a % of Municipal Expenses	30.7%	32.4%	40.2%	43.9%	45.2%	55.9%	76.1%				
As a % of Own Purpose Taxation	89.1%	95.5%	112.7%	123.7%	131.0%	115.9%	133.1%				

FINANCIAL ASSETS

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:	
						South - UT - Counties	PROVINCE
Net Financial Assets or Net Debt as a % of Total Revenues (Less Donated TCAs)	12.0%	13.6%	18.4%	20.7%	22.5%	31.1%	44.8%
Net Financial Assets or Net Debt as % of Own Source Revenues	24.6%	27.4%	36.5%	43.0%	46.9%	57.8%	61.1%
Net Working Capital as a % of Municipal Expenses	21.6%	15.9%	35.2%	38.4%	43.2%	37.6%	79.5%
Net Book Value of Capital Assets as a % of Cost of Capital Assets	54.5%	57.2%	56.5%	58.0%	57.6%	50.7%	53.5%
Asset Sustainability Ratio (Target: > 90%)	163.0%	104.0%	101.2%	111.3%	130.8%	149.0%	170.9%
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	55.7%	56.6%	57.5%	58.1%	58.5%	51.5%	47.1%

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCI Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

SURPLUS / DEFICIT

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:		21/20 %	20/19 %	19/18 %	18/17 %
						South - UT - Counties	PROVINCE				
Annual Surplus / (Deficit) (Less Donated TCAs)	\$ 7,870,923	\$ 6,415,533	\$ 9,913,158	\$ 17,733,544	\$ 9,372,039	\$ 17,145,789	\$ 21,890,182	-47.2%	78.9%	54.5%	-18.5%
Annual Surplus / (Deficit) (Less Donated TCAs) Adjusted for Ontario Budget Reg. 284/09)	\$ 19,472,009	\$ 20,856,949	\$ 22,692,516	\$ 30,946,857	\$ 26,421,329	\$ 28,887,053	\$ 36,226,842	-14.6%	36.4%	8.8%	7.1%
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	12.9%	9.9%	14.9%	25.6%	13.5%	21.0%	19.2%				
Current Ratio (Target: >= 100%)	247.2%	268.5%	389.8%	275.5%	408.1%	386.5%	688.0%				

OTHER INDICATORS

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:	
						South - UT - Counties	PROVINCE
Rates Coverage Ratio (Target: >=40%)	47.1%	46.7%	49.0%	49.2%	46.4%	54.5%	75.2%
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	2.29:1	2.53:1	3.8:1	2.65:1	3.96:1	3.34:1	5.4:1
Operating Balance as a % of Total Revenues (Less Donated TCAs) ^{*5}	34.4%	15.9%	7.5%	12.7%	6.7%	11.2%	14.0%
Cumulative Annual Growth Rate ^{*6}	9.9%	2.7%	0.9%	-5.9%	-2.9%	1.4%	1.2%
Interest Payments as a % of Total Revenues (Less Donated TCAs)	0.3%	0.4%	0.3%	0.3%	0.3%	0.3%	0.7%

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCI Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

VULNERABILITY MEASURES

	2017	2018	2019	2020	2021	2021 AVERAGES FOR:					
						South - UT - Counties	PROVINCE				
Own Source Revenue as a % of Total Revenues (Less Donated TCAs)	48.8%	49.5%	50.5%	48.0%	47.9%	51.7%	73.4%	-0.3%	-4.9%	2.0%	1.3%
Own Source Revenue per Household	\$ 1,265	\$ 1,337	\$ 1,376	\$ 1,435	\$ 1,438	\$ 1,830	\$ 3,759	0.2%	4.3%	2.9%	5.7%
Avg Municipal Property Taxes Per Avg Residential Household	\$ 1,933	\$ 2,001	\$ 2,081	\$ 2,157	\$ 2,243	\$ -	\$ 2,561	4.0%	3.7%	4.0%	3.6%
as a % of Median Household Income (Tax Effort)	3.3%	3.4%	3.5%	3.6%	3.7%	0.0%	4.5%				

SUPPLEMENTARY INDICATORS OF SUSTAINABILITY, FLEXIBILITY AND VULNERABILITY

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4:

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider, at a minimum, the elements of sustainability, flexibility and vulnerability.
- Vulnerability in this context may be seen as the degree to which a municipality is dependent on sources of funding outside its control or influence or is exposed to risks that could impair its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Vulnerability is an important element of financial condition because it provides insights into a municipality's reliance on funding sources outside its direct control or influence and its exposure to risks. A municipality whose vulnerability is relatively low has greater control over its financial condition.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

ADDITIONAL NOTES ON WHAT FINANCIAL MEASURES MAY INDICATE:

Own Source Revenue as a % of Total Revenues (Less TCAs)
Indicates the extent to which a municipality has a high proportion of revenues for its own sources, reducing its impact to a change in transfers from other levels of government.

Own Source Revenue per Household
Indicates the demand for resources and the municipality's ability and willingness to provide resources.

Average Municipal Property Taxes per Average Residential Household
Indicates the level of taxes on residential households for municipal purposes.

Average Municipal Property Taxes per Average Residential Household as a % of Average Household Income
Indicates the portion of a ratepayer's income used to pay municipal property taxes.

MUNICIPAL FINANCIAL PROFILES
(Based on 2021 Financial Information Return)
Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCI Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

*The data and information contained in this document is for informational purposes only. Any use of the data and information in this document should be done by qualified individuals.
This information is not intended to be used on its own and should be used in conjunction with other financial information and resources available.*

NOTES

- 1* 2016 assessment use phase-in assessment based on 2012 property values. 2017 , 2018 , 2019 and 2020 assessment uses phase-in assessment based on 2016 property values.
- 2* Average tax rates are calculated where necessary when amalgamations occur.
- 3* Household and Population data are as reported by the municipality on Schedule 02 of the FIR.
- 4* Median Household Income - Source: Ministry of Finance - Statistics Canada's measure of median income for all private households in 2015.
- 5* Total Revenues include revenues from other municipalities.
- 6* The Cumulative Annual Growth Rate has been measured over a three year period. Infrastructure Ontario uses a five year period.
- 7* Total Municipal Expenses exclude amounts for other municipalities
- 8* MFCI index - Source: Ministry of Finance (2022 OMPF Calculation). This index is available for northern and rural municipalities only.

NUMBER OF MUNICIPALITIES IN COMPARISON GROUPS

	South - UT - Counties	Province
2017	22	444
2018	22	444
2019	22	444
2020	22	435
2021	18	364

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCL Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

CALCULATIONS

STATISTICAL INFORMATION

Population ^{*3}	SLC 02 0041 01
Households ^{*3}	SLC 02 0040 01
Municipal Expenses ^{*7}	SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07
Own Source Revenues	SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04
Own Source Revenue per Household	Own Source Revenues / SLC 02 0040 01
Own Source Revenue as a % of Total Revenues (Less Donated TCAs)	Own Source Revenues / (SLC 10 9910 01 - SLC 10 1831 01)
Total Revenues	SLC 10 9910 01
Annual Repayment Limit	The annual repayment limit is calculated annually as per Ontario regulation 403/02. To view the full calculation of the annual repayment limit, please go to the FIR website. https://efis.fma.csc.gov.on.ca/fir/ViewARL.htm
Own Purpose Taxation	ARLs for all municipalities (except the City of Toronto) are posted here as they are made available. SLC 10 0299 01
Direct Water Billings as % of Gross Water Expenditures	(SLC 12 0831 04 + SLC 12 0832 04) / (SLC 40 0831 11 + SLC 40 0832 11)
Taxable Res. Assessment as a % of Total Taxable Assessment	SLC 26 0010 17 / SLC 26 9199 17

DISCOUNTED WEIGHTED ASSESSMENT ^{*1} (Source: Financial Information Return)

Taxable	SLC 26 9199 17
PIL	SLC 26 9299 17
Total	SLC 26 9199 17 + SLC 26 9299 17

RESIDENTIAL TAXES

# of Residential Households	Residential CVA and corresponding household counts are provided by OPTA (excludes the City of Toronto). Residential assessment includes:
Avg Municipal Property Taxes Per Avg Residential Household	Single Family, 2 - 6 Units, Farm Residential and Recreational (where included). Note: does not include vacant land.
Avg Total Property Taxes per Avg Residential Household	
Avg Total Property Taxes per Avg Residential Household as a % of Median Household Income (Tax Effort)	If labeled (Excl. RDUs) Recreational units are excluded.
	An average household assessment is calculated by taking the sum of the CVA for these residential groups divided by the corresponding households.
# of Residential Households Excluding Recreational Properties (Excl. RDUs)	
Avg Municipal Property Taxes Per Avg Residential Household (Excl. RDUs)	An estimated tax rate for each tier (i.e. lower tier, upper tier and school) is applied to the average household assessment to calculate the averages taxes per household by tier.
Avg Total Property Taxes per Avg Residential Household (Excl. RDUs)	(the estimated tax rates are provided by OPTA).
Avg Total Property Taxes per Avg Residential Household (Excl. RDUs) as a % of Median Household Income (Tax Effort)	

MUNICIPAL FINANCIAL PROFILES								
(Based on 2021 Financial Information Return)								
Renfrew Co								
Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652	
	MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
	Prepared By:				2022 MFCI Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

RESIDENTIAL TAX RATES ^{*2} (Source: Financial Information Return)

Lower / Single-Tier General Rate	SLC 22 0010 12 / SLC 22 0010 16
Upper-Tier General Rate	SLC 22 0010 13 / SLC 22 0010 16
Education Rate	SLC 22 0010 14 / SLC 22 0010 16

TAXES RECEIVABLE

Total Taxes Receivable less Allowance for Uncollectibles	SLC 70 0699 01
Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)
Current Year Taxes Receivable as % of Total Taxes Receivable	SLC 70 0610 01 / (SLC 70 0690 01 + SLC 70 0699 01)
Working Fund Reserves & Contingency Funds as % of Current Yr Taxes Rec.	(SLC 60 5010 02 + SLC 60 5020 03) / SLC 70 0610 01
Previous and Prior Years Taxes Receivable as % of Total Taxes Receivable	(SLC 70 0620 01 + SLC 70 0630 01) / (SLC 70 0699 01 + SLC 70 0690 01)

GRANTS

Total Unconditional Grants	SLC 10 0699 01
Ontario Municipal Partnership Fund	SLC 10 0620 02
As % of Municipal Expenses	SLC 10 0620 01 / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
Other	SLC 10 0699 01 - SLC 10 0620 01
Total Ontario Conditional Grants	SLC 10 0810 01 + SLC 10 0815 01
As a % of Municipal Expenses	(SLC 10 0810 01 + SLC 10 0815 01) / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
Total Ontario Conditional and Unconditional Grants	
As a % of Municipal Expenses	(SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01) / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)

COVID - 19

COVID-19 Municipal Operating Funding Allocations - Actual	
- Phase 1 Allocation	Phase 1 Allocations - Actual
- Phase 2 Application Based Allocation	Phase 2 Application Based Allocations - Actual
- Phase 2 2021 Allocation	Phase 2 2021 Allocations - Actual
2021 Provincial COVID-19 Recovery Funding for Municipalities	2021 Provincial COVID-19 Recovery Funding for Municipalities Allocations - Actual
Total COVID-19 Municipal Operating Funding	Phase 1 Allocations + Phase 2 Application Based Allocations + Phase 2 2021 Allocations + 2021 Provincial COVID-19 Recovery Funding for Municipalities Allocations
COVID-19 Municipal Funding - Amounts Recognized	
Safe Restart Agreement - Municipal Operating Funding	SLC 10 0626 01
Provincial COVID-19 Recovery Funding for Municipalities	SLC 10 0629 01
TOTAL COVID-19 MUNICIPAL OPERATING FUNDING RECOGNIZED	SLC 10 0626 01 (FY20) + SLC 10 0626 01 (FY21) + SLC 10 0629 01 (FY21)
Funding not recognized:	Total COVID-19 Municipal Operating Funding - Total COVID-19 Municipal Operating Funding Recognized
Safe Restart Agreement - Public Transit Funding	SLC 10 0627 01
Social Services Relief Fund (SSRF)	SLC 10 0628 01
Total COVID-19 Expenses as reported on SLC 42 6009 01	SLC 42 6009 01

TOTAL DEBT BURDEN

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCL Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

Total Debt Burden	SLC 74 9910 01
Per Household	SLC 74 9910 01 / SLC 02 0040 01
Debt Servicing Cost	SLC 74 3099 01 + SLC 74 3099 02
Per Household	(SLC 74 3099 01 + SLC 74 3099 02) / SLC 02 0040 01
As a % of Municipal Expenses	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
As a % of Own Purpose Taxation	(SLC 74 3099 01 + SLC 74 3099 02) / SLC 10 0299 01
As a % of Own Source Revenue	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
As a % of Total Revenues (Less Donated TCAs)	(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)
Debt Service Coverage Ratio (Target: Ratio >= 2)	(SLC 10 9910 01 - SLC 40 9910 11 + SLC 40 9910 02 + SLC 40 9910 16) / (SLC 74 3099 01 + SLC 74 3099 02)

MUNICIPAL FINANCIAL PROFILES

(Based on 2021 Financial Information Return)

Renfrew Co

Date Prepared:		2021 FIR Load Status:	Submitted Under Review	2021 Households:	48,220	Median Household Income (2016) : ^{*4}	70,652
MSO Office:	Eastern	Last Updated:	July 5, 2022	2021 Population:	76,315	2022 Annual Repayment Limit:	19,179,298
Prepared By:				2022 MFCI Index: ^{*8}	0.0	Borrowing Capacity 7% over 10 yrs:	134,707,366

LIABILITIES (Including Post-Employment Benefits)

Temp. Loans for Current Purposes as % of Municipal Expenses	SLC 70 2010 01 / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
Post-Employment Benefits	SLC 70 2899 01
Total Reserves and Reserve Funds for Post-Employment Benefits	SLC 60 5060 02 + SLC 60 5060 03 + SLC 60 5070 02 + SLC 60 5070 03 + SLC 60 5080 02 + SLC 60 5080 03 + SLC 60 5090 02 + SLC 60 5090 03

RESERVES AND RESERVE FUNDS

Total Reserves	SLC 60 2099 03
Total Discretionary Reserve Funds	SLC 60 2099 02
Total Reserves and Discretionary Reserve Funds	SLC 60 2099 02 + SLC 60 2099 03
Per Household	(SLC 60 2099 02 + SLC 60 2099 03) / SLC 02 0040 01
As a % of Total Taxes Receivable	(SLC 60 2099 02 + SLC 60 2099 03) / (SLC 70 0699 01 + SLC 70 0690 01)
As a % of Municipal Expenses	(SLC 60 2099 02 + SLC 60 2099 03) / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
As a % of Own Purpose Taxation	(SLC 60 2099 02 + SLC 60 2099 03) / SLC 20 0299 01

FINANCIAL ASSETS

Net Financial Assets or Net Debt as a % of Total Revenues (Less Donated TCAs)	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 1831 01)
Net Financial Assets or Net Debt as % of Own Source Revenues	SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01- SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Net Working Capital as a % of Municipal Expenses	(SLC 70 0299 02 + SLC 70 0499 01 + SLC 70 0699 01 + SLC 70 0830 01 + SLC 70 0835 01 + SLC 70 6250 01 + SLC 70 6260 01 + SLC 70 2010 01 + SLC 70 2299 01) / (SLC 40 9910 11 - SLC 12 9910 03 - SLC 12 9910 07)
Net Book Value of Capital Assets as a % of Cost of Capital Assets	(SLC 70 6210 01 - SLC 51 2005 11 - SLC 51 2205 11) / (SLC 51 9910 06 - SLC 51 2005 11 - SLC 51 2205 11)
Asset Sustainability Ratio (Target: > 90%)	SLC 51 9910 03 / SLC 51 9910 08
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	SLC 51 9910 10 / SLC 51 9910 06

SURPLUS / DEFICIT

Annual Surplus / (Deficit) (Less Donated TCAs)	SLC 10 2099 01 - SLC 10 1831 01
Annual Surplus / (Deficit) (Less Donated TCAs) Adjusted for Ontario Budget Reg. 284/09)	SLC 10 2099 01 - SLC 10 1831 01 + SLC 40 9910 16 + (SLC 70 2799 01 (CY) - SLC 70 2799 01 (PY)) + (SLC 70 2899 01 (CY) - SLC 70 2899 01 (PY)) - SLC 74 3099 01 (CY = CURRENT YEAR, PY - PREVIOUS YEAR)
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01- SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)
Current Ratio (Target: >= 100%)	(SLC 70 9930 01 - SLC 70 0829 01 - SLC 70 0845 01 - SLC 70 0898 01) / (SLC 70 2099 01 + SLC 70 2299 01)

OTHER INDICATORS

Rates Coverage Ratio (Target: >=40%)	(SLC 10 0299 01 + SLC 10 1299 01 + SLC 10 1880 01 + SLC 10 1885 01) / SLC 40 9910 01
Cash Ratio (Total Cash and Cash Equivalentents as a % of Current Liabilities)	SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)
Operating Balance as a % of Total Revenues (Less Donated TCAs) ^{*5}	(SLC 10 9910 01 - SLC 40 9910 07) / (SLC 10 9910 01 - SLC 10 1831 01)
Cumulative Annual Growth Rate ^{*6}	((SLC 10 9910 01 (CY) / SLC 10 9910 01 (CY - 3) ^ (1/3) - 1) - ((SLC 40 9910 07 (CY) / SLC 40 9910 07 (CY -3) ^ (1/3) - 1)
Interest Payments as a % of Total Revenues (Less Donated TCAs)	SLC 74 2099 02 / (SLC 10 9910 01 - SLC 10 1831 01)

Financial Indicators - 2022

(2021 Year End)

Add date

Important Notice

- Municipalities are responsible for making local decisions, including compliance with any applicable statutes or regulations.
- This presentation is for information only and is not a substitute for legal, financial or other professional advice in connection with any particular matter.
- This presentation deals with complicated issues and concepts in a highly summarized fashion, and key details may not be included. Users should verify this information from other sources prior to making decisions or acting upon it.

Outline

- Background
 - Financial Reporting
 - Financial Information Return
- Financial Indicators
 - Tools for consideration
- Questions

Financial Reporting to the Public

- For Municipalities:
 - Audited Financial Statements
 - Financial Information Return (FIR)
 - The FIR is an invaluable resource for both the province and the municipality
 - The province uses it for many purposes including:
 - calculating grant amounts
 - formulating policy
 - monitoring the financial condition of municipalities
 - preparing municipal debt limit reports
 - requests for financial and statistical data

Financial Information Return (FIR)

- From a municipal perspective, the FIR is an integral tool with many applications including:
 - Preparation of year over year comparisons, trend analysis, forecasting
 - Performance measurement and for comparative purposes with other like municipalities on key indicators (for example, debt and reserve levels)
 - Supporting land use planning, strategic planning, and asset management planning
 - Link to FIRs website: [About The Financial Information Return - Financial Information Return \(gov.on.ca\)](https://www.financialinformationreturn.gov.on.ca)

Statistical Information

- The top portion of the template includes the following macro-economic information:
 - Households and Population
 - Median Household Income
 - Own Purpose Taxation
 - Average Annual Change in Assessment
 - Taxable Residential Assessment as a % of Total Taxable Assessment
 - Municipal Fiscal Circumstances Index (MFCI)

Financial Indicator Thresholds (FITs)

- On an annual basis the Ministry calculates and reviews select financial indicators for each municipality
- 7 indicators are produced from data points in the FIR
- Indicators are shared with the municipality to facilitate dialogue on financial management practices
- FITs Review results are provided to municipalities for information purposes
- Indicators should not be looked at in isolation, and are not a substitute for financial or other professional advice in connection with any particular matter

Indicators

1. Tax Arrears
2. Net Financial Assets (Net Debt)
3. Reserves Funds
4. Cash Ratio
5. Debt Servicing
6. Asset Consumption Ratio
7. Annual Surplus (Deficit)

1. Tax Arrears

$$\left(\frac{\text{Total Taxes Receivable Less Allowance for Uncollectables}}{\text{Total Taxes Levied}} \right)$$

- **Taxes Receivable (Tax Arrears):**
Outstanding taxes owed to the municipality
- **What might it indicate:** High percentage may indicate collection problems or taxpayers' inability to pay
- **Considerations to Reduce Tax Arrears:**
 - Review tax collection policy
 - Increase billing options
 - Review tax sales process
 - Assess adequacy of allowance for uncollectible

- **Risk Level:**

Potential Risk Level		
Low	Moderate	High
Less than 10%	10 to 15%	More than 15%

2. Net Financial Assets (Net Debt)

$$\left(\frac{\text{Net Financial Assets or Net Debt}}{\text{Own Purpose Taxation, User Fees and Service Charges}} \right)$$

- **Net Assets or Net Debt:** Financial Assets - Debt
- **Own Source Revenues:** Total Revenues minus those from conditional and unconditional grants, other municipalities, sale of lands and Tangible Capital Assets (TCAs), deferred revenues and donations (including donated TCAs)
- **What might it indicate:** How much tax and fee revenue exists in relation to debt
- **Considerations to Reduce Net Debt:**
 - Review tax effort
 - Earmark part of levy to help raise funds
 - Complete a service delivery review
 - Include parameters for long term debt
 - Ensure compliance with legislation and debt practices

- **Risk Level:**

Potential Risk Level		
Low	Moderate	High
More than -50%	-50 to -100%	Less than -100%

3. Reserve Funds

$$\left(\frac{\text{Reserves and Discretionary Reserve Funds}}{\text{Municipal Expenses}} \right)$$

- **Reserves and Discretionary Reserve Funds:** Funds set aside by Council for future needs
- **Operating Expenses:** Any expenses incurred for daily operations
- **What might it indicate:** How much money is set aside for future needs/contingencies

- **Considerations to Increase Reserve Levels:**

- Adopt reserve/reserve fund policy
- Review target levels to determine if adequate (if policy exists)
- Earmark part of levy specifically for reserves
- Request MMAH provide education and training to council

- **Risk Level:**

Potential Risk Level		
Low	Moderate	High
More than 20%	10 to 20%	Less than 10%

4. Cash Ratio

$$\left(\frac{\text{Cash and Cash Equivalents}}{\text{Total Current Liabilities}} \right)$$

- **Cash and Cash Equivalents:** Cash and short-term liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value (Cash Equivalents).
- **Current Liabilities:** Accounts Payable, Tax Liabilities, Temporary Loans for Operating Purposes
- **What might it indicate:** High ratio indicates better ability to cover payments or unexpected costs on short notice
- **Risk Level:**
- **Considerations to Improve Level of Cash/Cash Equivalents:**
 - Adopt a cash management policy
 - Review number and timing of instalment dates
 - Review timing of accounts payable
 - Consider timing of grants claims being submitted
 - Request MMAH present Revenue Tools presentation

Potential Risk Level		
Low	Moderate	High
Greater than 0.5:1	0.5:1 to 0.25:1	Less than 0.25:1

5. Debt Servicing

$$\left(\frac{\text{Yearly Debt Charges (Principle and Interest)}}{\text{Total Revenues}} \right)$$

- **Debt Servicing Cost:** payments on debt.
- **Total Revenues:** as reported on Schedule 10 (e.g. taxes, payments-in-lieu, grants, fees, rent, fines, income on investment) less donated tangible capital assets.
- **What might it indicate:** How much of each dollar raised is spent on debt.
- **Risk Level:**
- **Considerations to Reduce Debt Servicing Cost:**
 - Renegotiate loan terms
 - Review tax effort
 - Complete a service delivery review
 - Review target levels
 - Seek auditor financial advice related to debt levels
 - Request MMAH provide education and training to council

Potential Risk Level		
Low	Moderate	High
Less than 5%	5 to 10%	More than 10%

6. Asset Consumption

$$\left(\frac{\text{Closing Amortization Balance}}{\text{Cost of Capital Assets}} \right)$$

- **Closing Amortization Balance ÷ Total Cost of Capital Assets**: as reported on Schedule 51A of the FIR
- **Closing Amortization Balance**: Sum of amortization expense in current and previous years (also known as Accumulated Amortization)
- **Total Cost of Capital Assets**: Historical cost to acquire, construct or better a tangible capital asset; includes cost of land
- **What might it indicate**: Measures the proportion of a municipality's physical assets that are used up and no longer functional
- **Risk Level**:

Potential Risk Level		
Low	Moderate	High
Less than 50%	50 to 75%	More than 75%

- **Considerations to improve Asset Consumption Ratio**:
 - Review asset management policies
 - Review service levels to assess if service is adequate/required
 - Consider earmarking part of a levy to help raise revenue for asset replacement
 - Request MMAH provide education and training to council

7. Annual Surplus (Deficit)

$$\left(\frac{\text{Annual Surplus / (Deficit)}}{\text{Own Source Revenues}} \right)$$

- **Annual Surplus/Deficit:** Operating Revenue less Operating Expenses; positive is surplus and negative is deficit.
- **Operating Revenue:** Revenue collected to meet current expenditures.
- **Operating Expenses:** day-to-day cost needs of the municipality.
- **Own Source Revenues:** as reported on Schedule 10 (e.g. taxes, payments-in-lieu, grants, fees, rent, fines, income on investment) less donated tangible capital assets.
- **What might it indicate:** Ability to cover operational costs and have funds available for other purposes (i.e. reserves, debt repayment, etc.)
- **Risk Level:**

Potential Risk Level		
Low	Moderate	High
Greater than/Equal to -1%	Between -1% to -30%	Less than -30%

- **Considerations to improve Operating Surplus Ratio:**

- Examine user fees to determine if they are covering costs
- Develop a Surplus Management Policy
- Review tax effort
- Explore additional revenue tools
- Complete a service delivery review

Questions

For Further Information

(Placeholder for respective SMFA's contact information)

Financial Information Return:

<https://efis.fma.csc.gov.on.ca/fir/>



December 16, 2022

Re: Value of AMO Membership and MEPCO Support in 2023

AMO is your organization, and your membership makes all the difference.

As 2022 began, AMO moved forward supporting the recovery and securing additional funding from the province to offset municipal costs and losses due to COVID-19. While the pandemic is not fully behind us, communities of all sizes are moving ahead and getting on with the business of government and providing the services that people and businesses rely on most.

As 2022 draws to a close, AMO is active on your behalf pushing back against legislation that would undermine municipal authority, diminish your capacity to build complete communities, and take away essential infrastructure funding your municipality needs to support increased housing supply and economic growth.

In between, provincial and municipal elections occurred with a renewed mandate for the Ontario Government and a forty percent turnover on municipal councils, ushering in new voices and ideas, and a renewed commitment to strong and sustainable municipalities.

In 2022, AMO hosted its first in-person conference since 2019; and what a conference it was, with record attendance, outstanding delegate feedback, new and diverse voices, and a newly elected AMO Board. Thank you to all who attended and made it such a success, and please join us again in London in August 2023.

In late November, the AMO Board approved its [2023 Strategic Objectives](#) and allocated multi-year funding for two major projects.

AMO's Municipal Workforce Development Project responds to a major concern of municipal governments about their current and future workforce needs. It will help us better understand the challenge and will engage our post-secondary education partners in the creation of programs customized to develop our current workforce and prepare the next generation of community builders.

The second project is AMO's Healthy Democracy Project, which will build on AMO's "[We All Win](#)" initiative to advance greater diversity, equity and inclusion on municipal councils. It will also engage with community partners to advance democratic ideals, more civil political discourse and community engagement, build a greater understanding of the important role of municipal government, and create tools to encourage greater voter turnout.

AMO is a highly influential advocacy organization, but it's also much more. Through our [Local Authority Services \(LAS\)](#) – AMO's Business Services organization, there are many programs and services designed to support municipalities. AMO's Membership Centre delivers [councillor training](#). It also delivers the [Canada Community-Building Fund](#) on behalf of the Government of Canada allowing you to put that money to work without delay. Since its launch in 2005, municipalities have invested nearly \$8.5 billion from the Fund into about 11,700 local projects.

We also advance municipal employer interests in OMERS as your sponsor representative through the [Municipal Employer Pension Centre of Ontario](#) (MEPCO). Through MEPCO, we ensure that your voice influences the governance and the administration of the \$120 billion OMERS plan. We know that OMERS is important to you and to your employees. Making sure it's affordable, sustainable, and meaningful, is MEPCO's top priority. With geopolitical instability, inflation and rising interest rates, the governance and administration of the OMERS fund is more important than ever. Your ongoing support of MEPCO is essential to the success of the OMERS plan.

You have my commitment that we will continue our hard work on your behalf in 2023. To do that, we need your membership in AMO and MEPCO. The related membership invoices have been mailed to your treasury department for payment. Municipal governments are the frontline of governments. Let us work together in 2023 to ensure the collective voice of municipal government in Ontario is heard loud and clear.

Best wishes to you, your friends and family, and your community for a happy, safe and festive holiday season.

Sincerely,

Colin Best
AMO President
Councillor, Halton Region

COUNTY OF RENFREW

BY-LAW NUMBER ~~61-22~~-23

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

WHEREAS on October 29, 2003 the Corporation of the County of Renfrew enacted By-law No. 63-03, a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew;

AND WHEREAS it is deemed desirable and expedient to amend the said By-law for the purpose of establishing a new policy and/or amending and/or removing an existing policy;

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

1. That the following amended policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - A-07 Criminal Record Check for Prospective Employees
 - A-10 Staffing
 - B-10 Acting Pay
 - E-01 Hours of Work and Overtime
 - J-01 Service Awards Program
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of January, 2023.

READ a second time this 25th day of January, 2023.

READ a third time and finally passed 25th day of January, 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 1 of 6

POLICY STATEMENT:

In order to safeguard County of Renfrew elected officials, employees, residents, volunteers, property/equipment, and the public it serves, it is the policy of the County of Renfrew that all persons considered for employment, aged eighteen (18) and over, must first submit to a criminal record check/police record check. ~~by the police force responsible for the jurisdiction of their residence.~~

PURPOSE:

The criminal record check/police record check searches for such records or criminal convictions for which a pardon has not been granted, records of outstanding/pending criminal charges of which the respective police force is aware or can disclose probations, prohibitions, or other judicial orders in effect. The criminal record check/police record check will include a search of the Pardoned Sexual Offender Data Base for positions within vulnerable sectors of the County of Renfrew (Bonnechere Manor, Miramichi Lodge, ~~Social~~ **Community** Services Department - Child Care, Ontario Works and Renfrew County Housing Corporation). A written offer of employment is conditional upon satisfactory completion of a criminal record check/police record check.

DEFINITIONS:

Criminal Record Check – a document concerning an individual that was prepared by a police force or service using data on the Canadian Police Information Centre (CPIC) database.

Declaration – a written declaration signed by an individual listing all of the individual's convictions for offences under the Criminal Code of Canada up to the date of the declaration. This does not include any previous offences for which a pardon has been issued or granted.

Vulnerable Sector Check – a police information check plus a check to see if a person has a record suspension (pardon) for sexual offences. Individuals who have jobs where they are in positions of trust of authority over children or vulnerable persons are required to provide a vulnerable sector check.

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 2 of 6

Vulnerable Person – a person who, because of their age, a disability, or other circumstances, whether temporary or permanent are (a) in a position of dependence on others or (b) are otherwise at a greater risk than the general population of being harmed by a person in a position or authority or trust relative to them.

PROCEDURE:

1. All ~~applicants~~ **candidates** are informed of the County's policy regarding a criminal record check/police record check for prospective employees, aged eighteen (18) and over **on the job advertisement.**
2. A written offer of employment from the County is conditional upon the satisfactory completion of a criminal record check/police record check of the prospective employee. **The County will accept a valid check if completed in the previous 6 months from the offer being extended.**
3. Any costs incurred relating to the application, completion, and submission of a criminal record check/police record check, including transportation costs, are the sole responsibility of the prospective employee.
4. ~~After a verbal offer~~ **After the written offer** of employment is made, the prospective employee must apply for a criminal record check/police record check. ~~with the police force detachment responsible for the jurisdiction of his or her place of residence. For prospective employees interacting with Vulnerable persons, a request to complete Check Pardoned Sexual Offender Database a Vulnerable Sector Check is required. letter is completed and forwarded to the prospective employee to be handed in when the criminal record check/police record check is requested from the police force responsible for the jurisdiction of their residence.~~
5. Once the criminal record check/police record check is complete, the **processing vendor** ~~appropriate police force~~ will provide the prospective employee with a certificate or other document indicating the results of the check. ~~If the prospective employee is in agreement with this certificate/document, he or she they may obtain it from the police force by signature authorization. If he or she they disagrees with any information produced through the check and refuses to sign the certificate/document, the certificate/document is not released to the prospective employee.~~

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 3 of 6

6. The prospective employee is responsible for returning the certificate/document to **Human Resources or the Administrative Assistant (LTC)** ~~their prospective supervisor immediately~~ after it is obtained and will be placed on the employee's personnel file. At a minimum, this document is required one business day prior to the prospective employee's start date. If the check is **unable to be completed prior to the prospective employee's start date, the individual will be required to communicate with Human Resources or the Administrative Assistant (LTC) to verify if they are eligible to start with the results pending.** ~~will take more than two (2) weeks to complete, it is the prospective employee's responsibility to provide, or arrange for the provision of, official written or verbal documentation of such from the appropriate police force.~~
7. If a prospective employee has a **"positive" result on their criminal record check/police record check, Human Resources or the Administrative Assistant (LTC) will need to ask the prospective employee to obtain a detailed summary of their offences. This request can be completed by their local police department at an additional cost to the prospective employee and may require additional time to process. Once this document outlining the details of the prospective employee's criminal convictions for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect is received,** it is at the discretion of the ~~Director~~ **Manager** of Human Resources in consultation with the appropriate Department Head and Chief Administrative Officer/Clerk to determine if the prospective employee will be excluded from employment with the County based upon ~~his or her~~ **their** criminal record check/police record check results.
8. If the prospective employee's name appears on the **Vulnerable Sector Screening** ~~Pardoned Sexual Offender~~ Database and the position is in a vulnerable sector of the County of Renfrew, the prospective employee may be excluded from employment.
10. ~~A criminal conviction for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect do not automatically exclude a prospective employee from employment with the County of Renfrew.~~
- 11-9. The following extenuating circumstances may be considered, as outlined in section 7, when a criminal record check/police record check reveals a criminal conviction, charges, probations, prohibitions, or other judicial orders in effect:

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 4 of 6

- (a) The specific duties and responsibilities of the position in question, and the relevance of the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect to that position.
- (b) The potential risk posed to County of Renfrew elected officials, employees, residents, volunteers, property/equipment, or the public it serves.
- (c) The period of time since the criminal convictions, charges, probations, prohibitions, or other judicial orders.
- (d) Any rehabilitative or other efforts undertaken relating to the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect.

12-10. A written offer of employment ~~is not offered~~ **may be rescinded** to the prospective employee if:

- (a) ~~He or she~~ **They** fails to apply for a criminal record check/police record check within five (5) working days of the ~~verbal~~ **written** offer of employment.
- (b) ~~He or she~~ **They** applies for a criminal record check/police record check but chooses not to sign for its release or chooses not to send the results to **Human Resources or the Administrative Assistant (LTC)** ~~their prospective Supervisor~~ immediately upon receipt ~~after the verbal offer of employment is made~~ (an extension may be granted for a criminal record check/police record check that requires additional processing time; confirmation of this extension must be confirmed by the appropriate police force).
- (c) The results of the criminal record check/police record check indicate that the employee cannot be considered for employment based upon, or in light of, the extenuating circumstances outlined in sections **7 and 8 and 10** above.

11. After employment commences with the County, should a situation arise where an employee receives a new criminal conviction, charges, probations, prohibitions, or other judicial orders, the employee must immediately notify their supervisor with the following information:

- a) The date of the infraction.
- b) Details of the infraction.
- c) Copy of the summons.

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 5 of 6

d) The date of the hearing.

The Supervisor must notify their Department Head who informs the Human Resources Division of the circumstances.

The Human Resources Division will consult with the Department Head to determine an appropriate course of action, up to and including termination of employment.

9. 12. For Bonnechere Manor and Miramichi Lodge:

Regulation 246/22 (the "Regulation") under the Fixing Long-Term Care Act, 2021 (the "Act") requires declaration from staff of the licensee with respect to proceedings and findings of guilt relating to acts of professional misconduct. Employees will be required to complete this disclosure upon receiving the written offer of employment (Appendix A) in addition to providing the required criminal record check/police record check or vulnerable sector check.

~~If the Criminal Record Check was acquired prior to the date of the verbal offer, the County will permit a criminal record check completed within six (6) months prior to the start date, the prospective employee will provide a signed declaration (Appendix A) disclosing the following with respect to the period since the date of the Criminal Reference Check:~~

- ~~(a) — Every offence with which the person has been charged under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Food and Drugs Act* (Canada) and the outcome of the charge.~~
- ~~(b) — Every order of a judge or justice of the peace made against the person in respect of an offence under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Food and Drugs Act* (Canada), including a peace bond, probation order, prohibition or warrant.~~
- ~~(c) — Every restraining order made against the person under the *Family Law Act* or the *Children's Law Reform Act*.~~
- ~~(d) — Every offence of which the person has been convicted under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Food and Drugs Act* (Canada).~~
- ~~(e) — Every employee is required consistent with the *Long Term Care Homes Act* Section 215 (4) to disclose immediately to the Employer if they are charged with an~~

Corporate Policies and Procedures			
SECTION: Human Resources			POLICY #: A-07
POLICY: Criminal Record Check for Prospective Employees			
DATE: MAY30/01	REV. DATE: FEB26/15 JAN/2023	COVERAGE: All Prospective Employees, aged 18 and over	PAGE #: 6 of 6

~~offence or issued an order under sections 9 (a) — (d) above. Failure to do so will result in a termination of their employment.~~

APPENDIX A:

Form A-07: [Declarations — Miramichi Lodge & Bonnechere Manor](#)
Disclosure/Declaration

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: A-10
POLICY: Staffing			
DATE: NOV30/94	REV. DATE: MAY27/09 JAN/2023	COVERAGE: All Employees	PAGE #: 1 of 2

POLICY STATEMENT:

Each Department of the County of Renfrew is responsible for recruiting its staff in accordance with budgeted hours, expenditures, ~~and~~ pay rates **and benefits**, by Council, Committee, and the Human Resources Division ~~Department~~. **Every hiring manager is responsible to ensure the hiring process complies with all County policies, including but not limited to Policy A-03 Recruitment, A-04 Ontario Human Rights Code Violation, A-15 Code of Ethical Conduct, and B-03 Establishment of New Positions.**

PROCEDURE:

1. Consult the appropriate Collective Agreement for any deviations to the items below.
- ~~2. Written applications for employment are kept on file for three (3) months by the Human Resources Department.~~
- ~~3.~~ 2. All vacancies for permanent positions are posted internally **on the intranet at all County locations** for a minimum of one (1) week.
- ~~4.~~ 3. If an **external posting advertisement** is required, **Human Resources will prepare the job advertisement which is then forwarded to the Hiring Manager for approval and advertisement selection(s).** ~~a draft advertisement is forwarded to the Human Resources Department for approval.~~ The advertisement ~~must~~ **should** state the position title, hours of work, duties, qualifications and experience desired, salary, ~~and~~ location **and application instructions.** ~~or the link to the position information on the County of Renfrew website if referenced.~~
- ~~5.~~ 4. The Human Resources ~~Division Department~~ and the **hiring** department ~~involved~~ reviews the applications and selects those applicants to be interviewed. Interviews are conducted in accordance with Human Resources ~~Division Department~~ procedures, and a representative of the Human Resources ~~Division Department~~ may, at his/her discretion, attend the interview.
- ~~6.~~ 5. Reference checks are undertaken for all prospective employees by the Human Resources ~~Division Department~~ or designate prior to any ~~verbal or~~ written offer of employment.

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: A-10
POLICY: Staffing			
DATE: NOV30/94	REV. DATE: MAY27/09 JAN/2023	COVERAGE: All Employees	PAGE #: 2 of 2

Hiring Managers are not authorized to communicate any verbal or written agreements with prospective employees. A reference check is not conducted without first obtaining the written authorization of the applicant.

- ~~7.~~ A verbal offer of employment, confirming the salary and seniority date, is made to the successful candidate by the Human Resources Department unless otherwise directed.
- ~~8.~~ **6. A written offer of employment is made by the Human Resources Division ensuring compliance with all relevant corporate policies. Any offer that differs from an approved corporate policy or by-law will require written CAO authorization. The Human Resources Division will provide the offer package to the successful candidate for their review. Within this offer is the requirement for After the verbal offer of employment is made, the prospective employee is required to obtain a criminal record check or vulnerable sector check (dependent on work location) from the police force responsible for their current place of residence (see Corporate Policy A-07 – Criminal Record Check for Prospective Employees for more information). Prospective employees of the Public Works Department, and those of any other position that requires it, are also required to obtain a Ministry of Transportation of Ontario Driver's Abstract and/or proof of a valid driver's license.**
- ~~9.~~ **7. Any and all costs associated with obtaining the information in the item above are the sole responsibility of the prospective employee.**
- ~~10.~~ **8. The Human Resources Department sends a written offer of employment to the prospective employee confirming the terms of employment. Upon acceptance of the offer to the successful candidate, all unsuccessful interviewed applicants are notified either by telephone or in writing.**
- ~~11.~~ **9. Human Resources conducts the orientation with the new hire on their first day as per their employment contract. The Department completes the Employment Record and forwards it to the Human Resources Department for filing.**

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: B-10
POLICY: Acting Pay			
DATE: OCT30/91	REV. DATE: Oct 29/03 JAN/2023	COVERAGE: All Non-Union Salaried Employees	PAGE #: 1 of 4

POLICY STATEMENT

~~The County of Renfrew provides an acting pay to salaried employees who are temporarily designated to perform the majority of responsibilities, including the essential elements, of a higher paying position for a minimum of ten (10) working days.~~

The County views temporary additional duties of a higher responsibility as a means to provide employees with opportunities for development and growth.

When an employee temporarily assumes a substantial portion of the responsibilities of a higher position, and is no longer responsible for their own normal duties, the employee is considered to be in acting capacity. Acting Pay is remuneration for a period of time that an employee is actually performing the essential core duties of a position in a higher salary grade.

Acting pay is not automatic and must be initiated by the Department head and approved by the Director of Corporate Services (in consultation with the CAO where/when necessary).

POLICY SCOPE

This policy governs the County of Renfrew's Acting Pay incentive and is applicable to all County Employees. This policy covers the following content:

1. Eligibility for Acting Pay
2. Long-Term Acting Roles
3. Wage Increases/Merit for Acting Roles
4. Temporary additional duties

POLICY DEFINITIONS

Acting Pay – when an employee temporarily assumes a substantial portion of the responsibilities of a higher position, and is no longer responsible for their own normal duties.

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: B-10
POLICY: Acting Pay			
DATE: OCT30/91	REV. DATE: Oct 29/03 JAN/2023	COVERAGE: All Non-Union Salaried Employees	PAGE #: 2 of 4

POLICY CONTENT

1. Eligibility for Acting Pay

- Employees must be in a Full Time Permanent position to be eligible to assume an Acting position.
- Employees must be meeting their current positions goals and objectives with positive performance feedback.
- Employees must meet the job qualifications to be eligible to assume an Acting position.
- An employee currently participating in an Attendance Monitoring program is not eligible for an Acting position until the program has successfully concluded.
- Acting assignments may be filled at the discretion of management.
- Qualifying positions to assume an Acting role include Supervisors, Managers, Directors, and CAO; any deviations will be at the discretion of the CAO and Human Resources/Corporate Services.
- To be eligible for Acting Pay, there needs to be an Employment Record (ER) issued for approval and processing.
- The designated employee is paid at a step in the salary range of the higher paying position, thus giving the employee a minimum of a five percent (5%) increase for the duration of the acting assignment. **Exceptions to this must be approved by the CAO.**
- The acting pay is paid after the elapse of ~~the ten (10) working days requirement~~ **four (4) consecutive weeks**, but is retroactive to the date the employee first assumed the duties of the higher paying position.
- **Exceptions to this may exist where an identified Acting Supervisor/Manager must be in place for health and safety reasons (i.e. Public Works Operations) where the temporary assignment is less than four consecutive weeks.**
- **If the same employee cumulatively provides four (4) weeks of temporary relief to the same higher position in the calendar year, but at intervals no less than two (2) consecutive weeks, an honorarium will be provided at the end of the year in the amount of three percent (3%) of the employee's current salary. Approval of the Department Head, in consultation with the CAO is required. The department Director must complete the attached form in Appendix A and provide to the CAO for initiating payment of the honorarium.**

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: B-10
POLICY: Acting Pay			
DATE: OCT30/91	REV. DATE: Oct 29/03 JAN/2023	COVERAGE: All Non-Union Salaried Employees	PAGE #: 3 of 4

2. Long-Term Acting Roles

- An Employee who has assumed an Acting position for greater than three (3) months shall be subject to Performance Goals and Objectives in the Acting position.
- An employee in an acting capacity, where their performance has been formally reviewed and documented and is at a high performing level, may be appointed to fill the position on a permanent basis without a formal job posting. Approval must be obtained from the Department Head, in consultation with the CAO and the Director of Corporate Services.
- Should an employee assuming the Acting position not meet the identified goals and objectives, they will be removed from the Acting role and resume their full-time position.

3. Wage Increases and Merit for Acting Roles

- An employee is eligible for a wage increase when they have assumed the Acting role for a full consecutive year. Employees who are already at the maximum step will be eligible for Merit at the Acting position's rate based on a positive performance appraisal.

4. Temporary Additional Duties

- From time to time the County may assign temporary additional duties of higher responsibility to non-union employees to promote employee development and growth in the workplace, as well as allowing the County to find short-term solutions to operational challenges. Temporary Additional Duties Pay may apply if meeting the following criteria:
 - The duration is generally for a period of a minimum of one (1) month up to a maximum of six (6) months;
 - The employee is responsible for specific projects;
 - Duties are not simply an increase in workload; or
 - There is a requirement for additional skill, effort, responsibility or working conditions than in current responsibilities.

Temporary additional responsibilities pay of up to five (5%) of the employee's current base salary must be approved by the Department Head and the Director of Corporate Services. Extensions beyond six (6) months for temporary additional duty pay due to extenuating circumstances are subject to approval by the Director of Corporate Services.

Appendices

Appendix A: Honorarium Request Form

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: B-10
POLICY: Acting Pay			
DATE: OCT30/91	REV. DATE: Oct 29/03 JAN/2023	COVERAGE: All Non-Union Salaried Employees	PAGE #: 4 of 4

Appendix A: Honorarium Request Form

Employee Name: _____

Employee Department: _____

Year: _____

Dates of temporary relief (in minimum two (2) consecutive week increments)

I hereby certify that above noted employee served in an acting capacity for the above noted relief periods. I confirm that the periods were for a minimum two (2) consecutive weeks, and that cumulatively there were at least four (4) weeks of relief provided.

Director

CAO

Dated

Dated

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 1 of 6

POLICY STATEMENT:

In order to administer its affairs as efficiently and effectively as possible and in the best interest of the general public, the County of Renfrew establishes hours of work, including shift work if required, for all job classifications.

POLICY SCOPE

This policy is applicable to all employees of the County of Renfrew and governs office hours, hours of work and overtime, and extreme weather events. Consult the appropriate Collective Agreement, and applicable contract of employment for any deviations to this policy.

DEFINITIONS

There are no definitions for this policy.

PROCEDURE:

1. Office Hours

(a) General Administration

- i. The normal hours of business for all general administration, with the exception of the Long-Term Care Homes are 8:00 a.m. to 4:00 p.m.

(b) Public Works & Engineering Patrol Garages

- i. The normal hours of business are designated by the Director of Public Works & Engineering in accordance with seasonal requirements.

(c) Long-Term Care Homes

- i. Operate on a rotating shift schedule of operational categories that are established by the Director of Long-Term Care

(d) Paramedic Service

- i. Operates on a 24 hour/day, 7 day/week rotating shift schedule, as established by the Director of Emergency Services/Chief Paramedic Service.

2. Hours of work:

(a) Administrative/Management/Supervisory/Technical (FT)

- i. the normal minimum daily hours of work consist of seven (7) hours per day, as designated by the Department Head.

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 2 of 6

- ii. A one (1) hour, unpaid lunch break is provided, scheduled at a time mutually agreed upon by the Manager.
 - iii. A paid fifteen (15) minute break period is provided in both the first and second half of the shift.
- (b) Public Works & Engineering Operational Employees
 - i. the normal daily hours of work consist of eight (8) hours per day as designated by the Department Head.
 - ii. An unpaid thirty (30) minute lunch break is provided during the shift.
 - iii. A paid fifteen (15) minute break period is provided in both the first and second half of the shift.
 - iv. Employees who are called in to work prior to their normal starting time are required to go home after a total of eight (8) hours are worked, unless additional work is assigned from the Supervisor.
 - v. Employees are entitled to a shift premium for scheduled night and weekend patrol shifts, as established in the County of Renfrew's Employment By-Law.
- (c) Paramedic Service Operational Employees and Operational Commanders
 - i. the normal daily hours of work consist of twelve (12) hours per day as designated by the Director of Emergency Services/Chief – Paramedic Service.
 - ii. A paid thirty (30) minute meal break is provided during shift.
 - iii. A paid fifteen (15) minute break period is provided in both the first and second half of a shift.
 - iv. Commanders are entitled to a shift premium for scheduled night and weekend patrol shifts, as established in the County of Renfrew's Employment By-Law.
- (d) Part-time/Contract Employees
 - i. Employee's hours of work will be designated by the Department Head.
- (e) Each Department Head ensures that each employee in his/her department is working the required number of hours for his/her classification.
- (f) Hours of work as established above are subject to accommodation agreements provided under Corporate Policy A-04 – Ontario Human Rights Code.

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 3 of 6

3. Overtime:

The overtime provisions of the *Employment Standards Act, 2000* state that unless a contract of employment or a collective agreement states otherwise, an employee does not earn overtime pay on a daily basis by working more than a set number of hours a day. Overtime is calculated only:

- On a weekly basis, or
- Over a longer period under an averaging agreement.

(a) Group A includes all employees below Group 7 on the County of Renfrew's Employment By-Law, and those not explicitly included in 3 (b), (c) or (d).

- i. all authorized work beyond the normal weekly hours of work is considered overtime and is paid at the rate of time and one-half
- ii. upon mutual agreement with their Department Head, employees may receive time and one-half off with pay at a mutually agreeable time for overtime hours worked. Overtime shall not accumulate on a time-off-in-lieu basis beyond ten (10) working days at any given time.
- iii. Time off in lieu of overtime banks will be automatically paid out on the last pay period of each calendar year. Upon approval, a maximum of five (5) working days may be carried over into the next calendar year, provided the maximum accumulation never exceeds ten (10) working days at any time.
- iv. Public Works & Engineering operational employees may carry over hours from one year to the next, provided that the maximum accumulation never exceeds ten (10) working days at any time.

(b) Group B includes all management and professional employees listed in Appendix A

- i. All pre-authorized work beyond the normal weekly hours of work is considered overtime. Management/professional employees are eligible for time off in lieu of overtime pay to a maximum of ten (10) working days per calendar year.
- ii. In the event there is a declared Federal, Provincial, or County of Renfrew state of emergency in any calendar year, an additional thirty-five (35) pre-approved, and recorded hours in excess of the seventy (70) hours, for a total of one hundred and five (105) hours in one calendar year.
- iii. A maximum of five (5) working days may be carried from one year to the next provided that the maximum accumulation never exceeds ten (10)

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 4 of 6

working days at any time. The annual accumulation plus the carry-over shall not exceed ten (10) working days at any time in the subsequent year.

- iv. There is no provision to grant pay in lieu of days off. Requests for pay in lieu of overtime must be approved by the Department Head and the Chief Administrative Officer.

- (c) Group C includes Paramedic Service Commanders, Public Works & Engineering Patrol Supervisors and Construction Supervisors.

- i. All pre-authorized work beyond the weekly hours of work is considered overtime.
- ii. Employees are eligible for time off in lieu of overtime pay at straight time, to a maximum of ten (10) working days per calendar year. If mutual agreement is not reached, the time off may be scheduled by the Manager.
- iii. Additional overtime beyond the normal weekly hours and in excess of the ten (10) working days in ii is considered as overtime and is paid at the rate of straight time for a maximum of an additional ten (10) working days.
- iv. Banked time off in lieu of overtime not used in the calendar year in which it was earned will be automatically paid out on the last pay period of each calendar year.

- (d) Group D includes all RCHC and Long-Term Care Homes Supervisors **On Call**

- i. ~~All pre-authorized work beyond the weekly hours of work is considered overtime.~~
- ii. ~~Employees are eligible for time off in lieu of overtime pay at straight time, to a maximum of ten (10) working days per calendar year. If mutual agreement is not reached, the time off may be scheduled by the Department Head.~~
- iii. ~~Additional overtime performed by RCHC Supervisors beyond the normal weekly hours and in excess of the ten (10) working days above is considered as overtime and is paid or taken off at the rate of straight time for a maximum of ten (10) working days, at the discretion of the employee's supervisor.~~
- iv. Employees will be provided three and one-half (3.5) hours of overtime per week of on call. On call refers to time periods during which an employee

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 5 of 6

must be available and able to respond, within a reasonable time, to resolve a problem, either by returning to the workplace or off-site (if applicable). On call applies to time periods that are not regularly scheduled working hours. An employee assigned to be on call is not required to stay at home, but they must make sure that they can be contacted and is able to start work or respond to calls within a reasonable time. It is understood that a return to the workplace may not be necessary in most situations.

- ~~v. Banked time off in lieu of overtime not used in the calendar year in which it was earned will be automatically paid out on the last pay period of each calendar year.~~

6. Extreme Weather Events

- a) When extreme weather conditions or other unforeseen acts of nature prevent an employee from attending work, the employee shall immediately notify his or her supervisor and explain the situation.
- b) In the event that severe weather conditions etc. affect an employee's ability to attend work, the Department Head or designate may grant approval for an employee to report to work late, leave for home early, assign work from home in accordance with Corporate Policy E-11 – Remote Work Arrangements (Telecommuting), or approve a leave request.
- c) The decision to close operations early or for the day will rest with the County's Chief Administrative Officer (CAO) or designate.
 - i. In the event the employer sends an employee home, the employee shall be paid their wages based on a regular work day for the period.
 - ii. Employees who are on sick leave or an approved leave shall have the day(s) recorded based on the original request.
- d) Although these procedures have been developed primarily for circumstances related to inclement weather or other unforeseen acts of nature, they will also serve as a guideline in the event of other conditions that require closing or evacuation of County facilities.

POLICY REFERENCES

1. *Employment Standards Act, 2000* <https://www.ontario.ca/laws/statute/00e41>
2. Your guide to the *Employment Standards Act, 2000*
<https://www.ontario.ca/document/your-guide-employment-standards-act-0/hours-work>

APPENDICES

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: E-01
POLICY: Hours of Work and Overtime			
DATE: NOV26/97	REV. DATE: APR 27/22 JAN/2023	COVERAGE: All Employees	PAGE #: 6 of 6

Appendix A: List of Management/Professional Employees under Group B

Appendix B: Application for Leave

Appendix C: Overtime Pre-Authorization

Appendix D: Overtime Sheet – Time and one half

Appendix E: Overtime Sheet – Straight Time

Policy E-01 – Appendix A – List of Management/Professional Employees Under Group B

The job classes deemed to be management/professional for the purposes of Policy E-01 are as follows, based on classification under the County of Renfrew's Employment By-Law, and may be amended in accordance with the County of Renfrew's Employment By-Law.

Group 7:

- Early Years Supervisor
- Child Care & Early Years Supervisor
- Client Programs Supervisor
- Executive Assistant/Deputy Clerk
- Supervisor - Community Housing

Group 8:

- Administration Supervisor
- Dietitian
- Environmental Services Supervisor
- Food Services Supervisor
- Prosecutor
- Supervisor – Technical Services
- Supervisor – Ontario Works
- Senior Planner

Group 9:

- Employee Health Coordinator
- Manager – Economic Development Services
- Manager – Forestry & GIS
- Manager - POA
- Physiotherapist

Group 10:

- Manager – Human Resources
- Manager – Finance
- Manager – Information Technology
- Manager – Housing & Homelessness
- Manager – Child Care Services
- Manager – Ontario Works
- Manager – Real Estate
- Resident Care Coordinator

Group 11:

- Manager – Infrastructure
- Manager – Operations
- Manager – Planning Services

Group 12:

- Deputy Chief – Operations
- Deputy Chief – Clinical Programs
- Director of Care

Group 13:

- Nurse Practitioner

Group 14:

Group 15:

- Administrator – Bonnechere Manor

Group 16:

Group 17:

- Director – Long-Term Care
- Director – Corporate Services
- Director – Development & Property
- Director – Public Works & Engineering
- Director - Emergency Services/Chief Paramedic Services
- Director – Community Services

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: J-01
POLICY: Service Awards Program			
DATE: OCT30/91	REV. DATE: JAN/2023	COVERAGE: All Full-time and Part-time Employees	PAGE #: 1 of 2

POLICY STATEMENT:

The County recognizes the value and dedication ~~of the service~~ of its employees **and has a recognition program that rewards staff for years of service with the organization.**

POLICY SCOPE

This policy governs the County of Renfrew's Service Awards Program and is applicable to all employees eligible under the program. This policy covers the following content:

- Service milestones and amounts
- Service Award Program details

POLICY DEFINITIONS

For the purposes of this policy, the following definitions apply:

Continuous employment means an uninterrupted period of time where employment with the County was maintained.

POLICY CONTENT

1. Service Award Milestones and Amounts

In the calendar year of eligibility for a Service Award, employees will ~~be given the opportunity to make their selection~~ **receive a Service Award in the form of a prepaid credit card with a balance that corresponds to their years of service. The amount provided for each service milestone appears below.**

Service Award Milestones	Amount
10 Years	\$150
15 Years	\$250
20 Years	\$350
25 Years	\$450
30 Years	\$550
35 Years	\$650
40 Years	\$750

Corporate Policies and Procedures			
DEPARTMENT: Human Resources			POLICY #: J-01
POLICY: Service Awards Program			
DATE: OCT30/91	REV. DATE: JAN/2023	COVERAGE: All Full-time and Part-time Employees	PAGE #: 2 of 2

2. Service Award Program Details

Employees will be eligible for a Service Award in their 10th, 15th, 20th, 25th, 30th, 35th and 40th year of service. Service awards are based on the number of years of continuous employment since the date of hire. For clarity, continuous employment is calculated using the most recent date of hire for staff whose previous employment with the County ceased and were later rehired by the County.

Changes to this policy are not retroactive, and so any changes to this policy become effective upon approval of Council.

PROCEDURE:

1. ~~A revised service award system will become effective on January 1, 2009. A choice from multiple selections is available to employees in their 10th, 15th, 20th, 25th, 30th, 35th and 40th year of service.~~
2. ~~Service Awards shall be presented by the Warden, the Chairperson of the respective Committee of Council and the appropriate Department Head.~~

COUNTY OF RENFREW

BY-LAW NUMBER -23

A BY-LAW TO AUTHORIZE THE WARDEN AND CLERK TO ENTER INTO A SERVICE AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF RENFREW AND NORTEK SOLUTIONS INC. (WORKZOOM) FOR THE PROVISION OF AN HRIS SOLUTION

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

AND WHEREAS the Corporation of the County of Renfrew wishes to enter into a service agreement with Nortek Solutions Inc. (Workzoom) for the provision of an HRIS solution;

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

1. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
2. That the Agreement marked as Schedule "A" attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and Nortek Solutions Inc. (Workzoom).
3. That this by-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of January, 2023.

READ a second time this 25th day of January, 2023.

READ a third time and finally passed this 25th day of January, 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

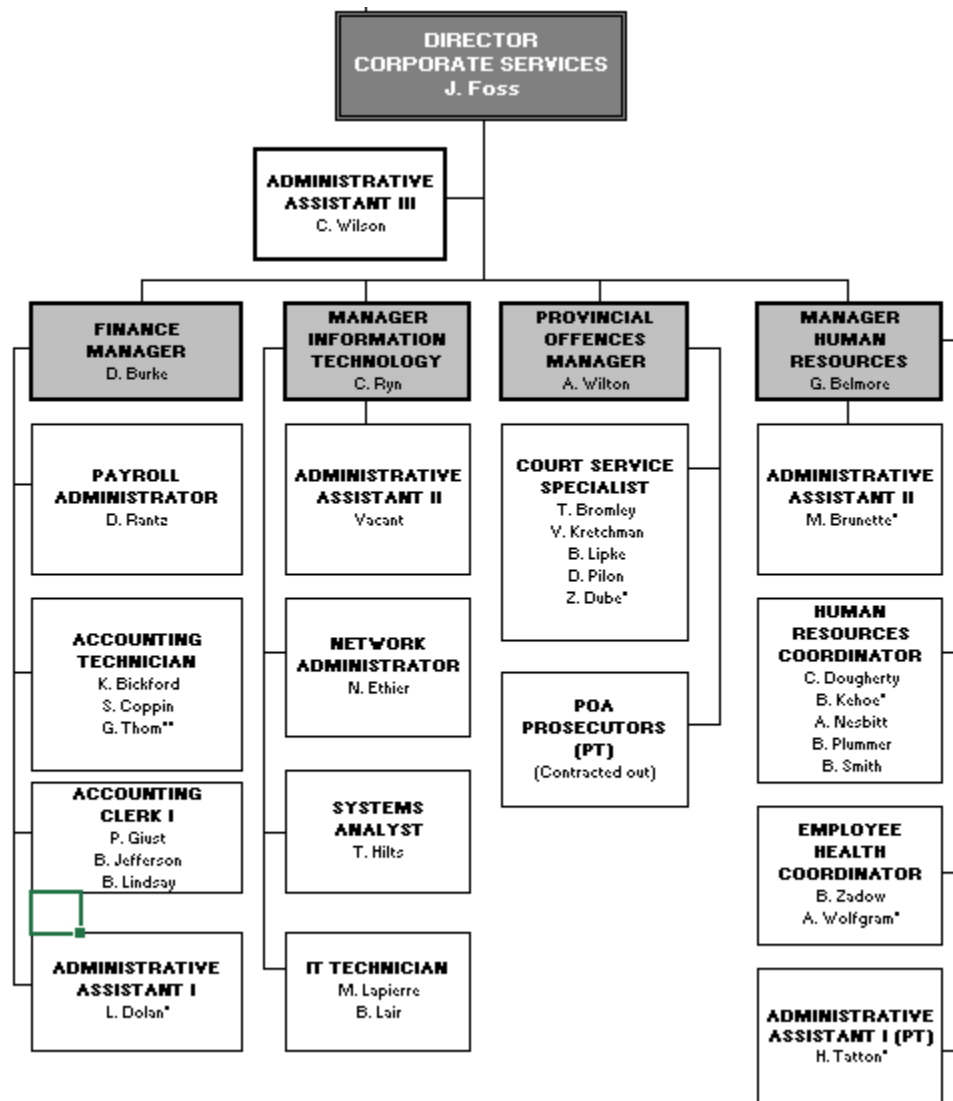


Corporate Services Department Overview

Jeffrey Foss
Director of Corporate Services / Treasurer

Corporate Services

The County Administration Building located at 9 International Drive, Pembroke is home to our Corporate Services Department which consists of the Finance, Human Resources, Information Technology and Provincial Offences Administration Divisions.

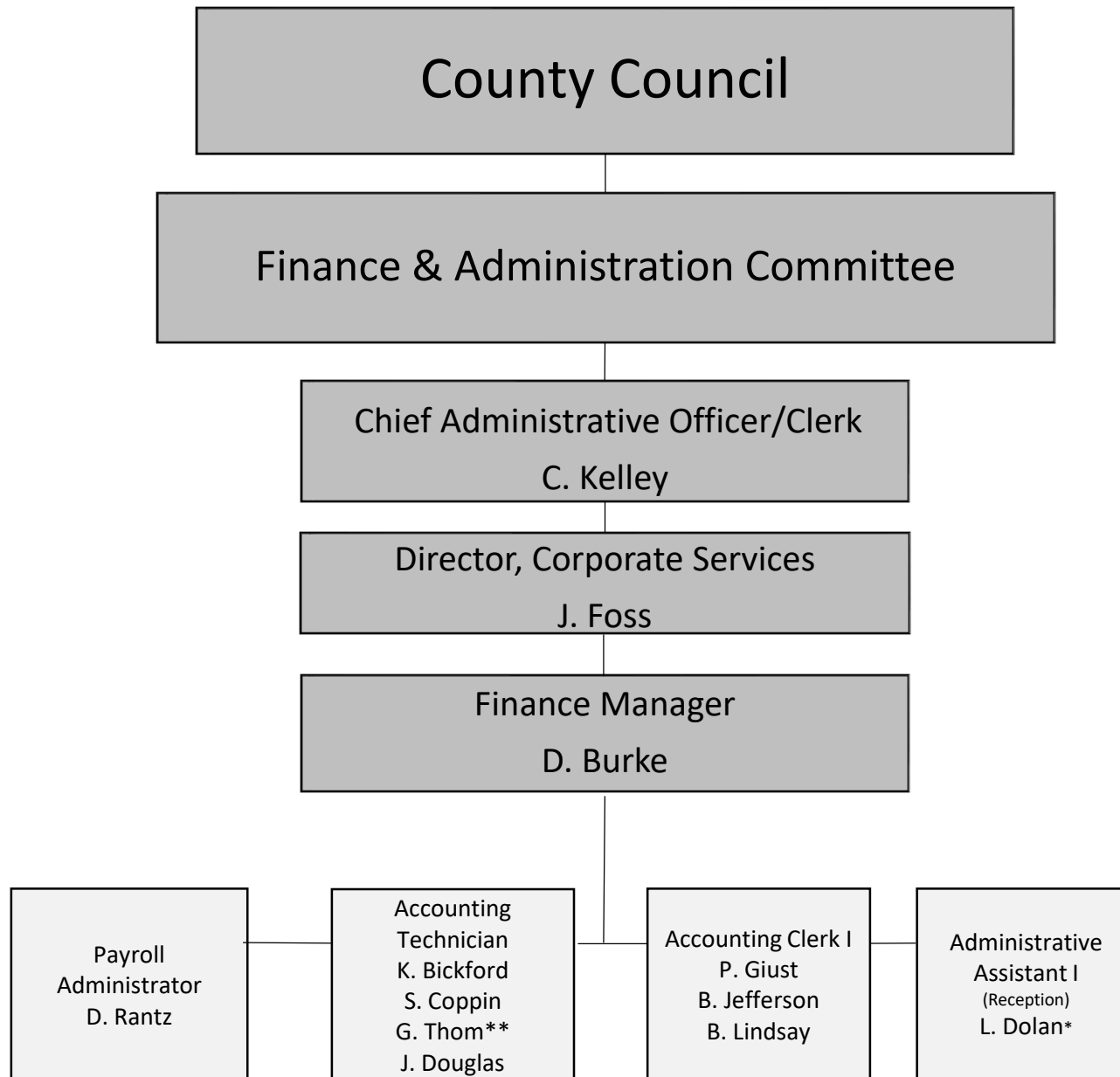


*Contract **Retiring



Finance Division

Daniel Burke, Manager



*Contract ** Retiring

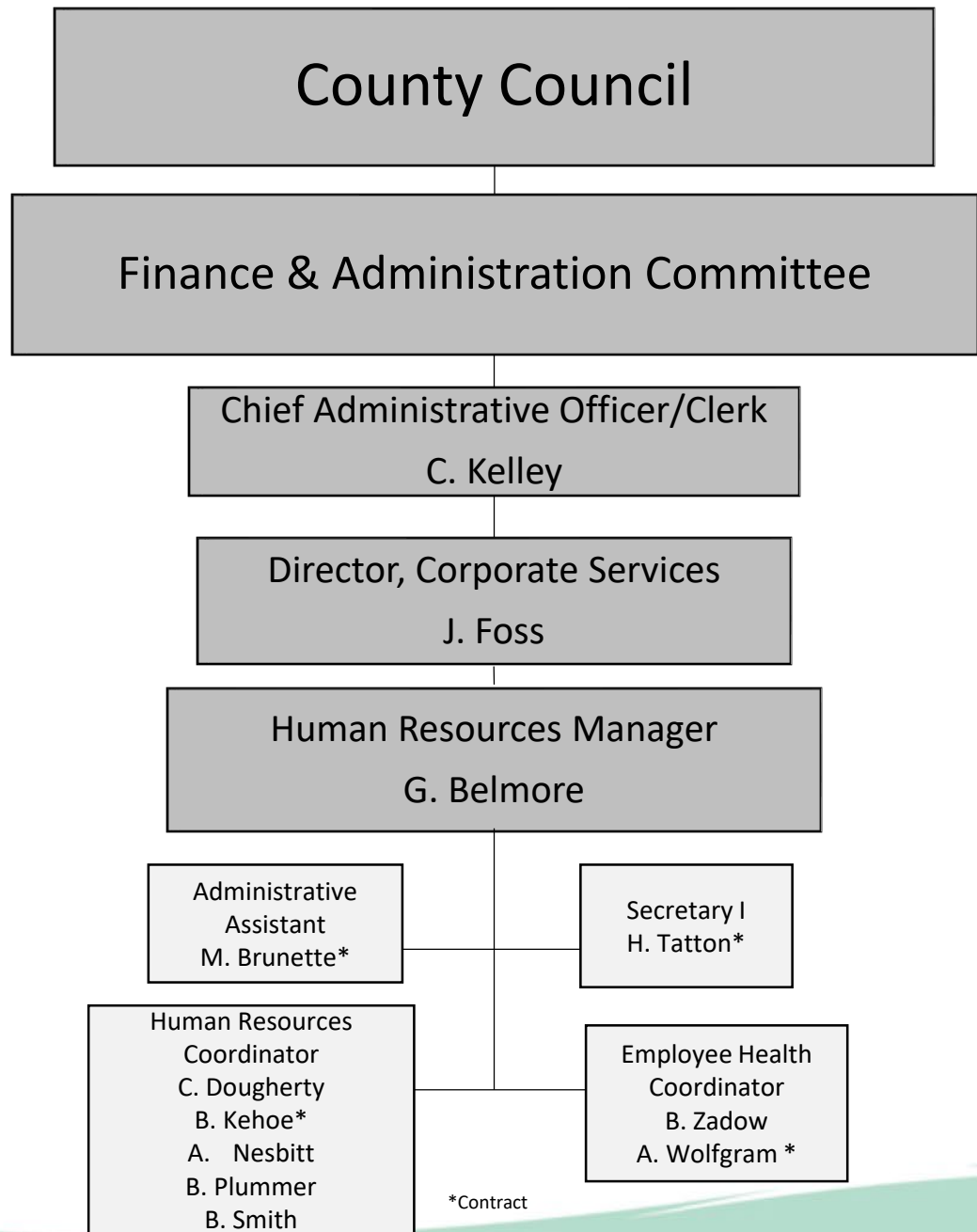
Finance

- 8 full time staff
- Payroll and Benefit Administration
- 1,126 2021 T4's \$50 million
- 23,000 Pay Stubs
- 30,000 Accounts Payable Invoices
- 70% of Accounts Payable Vendors are EFT
- Monthly and Annual Financial Reporting – Financial Report & FIR
- County-Wide Property Tax Policy
- Insurance Portfolio
- Research Financial Matters as Requested by Council and Staff
- Tangible Capital Asset System Maintenance
- Policy Development, Reporting and Transaction Maintenance
- Banking Relationships
- Audit Relationships
- Investments Portfolio and Strategy
- Primary Lead for Corporate Budget Development and Long-Term Financial Plan



Human Resources Division

Greg Belmore, Manager



Human Resources Services

- 7 full time, 1 contract and one 1 part-time staff
- Recruitment
- Benefit Administration
- Workplace Investigations
- Performance Management, Discipline & Dismissal
- Corporate Policy Creation & Interpretation
- Labour Relations
- Training & Development
- Pay Equity & Job Evaluations
- Occupational Health Services

Recruitment

- Job descriptions (creation, reviews, updating & scoring)
- Job postings (internal, external, advertising recommendations)
- Applicant tracking
- Behavioural assessments
- Provide application package to management
- Coordinate and participate in the interview process
- Provide recommendations on selection
- Reference checks & job offers
- Employment contracts



Benefits Administration

- Respond to inquiries regarding benefit coverage, enrolment and benefit change requests
- Liaison with Cowan and Manulife for plan members
- Lead the Municipal Benefits Committee
- Provide assistance to benefits administrators for those in the Municipal Benefits Committee
- Employee Assistance Plan



Manulife



Inkblot

Workplace Investigations

- Provide support or conduct internal investigations
- Provide recommendations on external investigations
- Provide recommendations on outcomes of completed investigations



Performance Management, Discipline and Dismissal

- Provide discipline and performance management recommendations
- Prepare performance improvement plans, letters of expectation, discipline and dismissal
- Provide support in disciplinary or performance management meetings
- Manage annual performance review process

Corporate Policy Creation and Interpretation

- Provide support with corporate policy creation, revision and interpretations
- Ensure updates in compliance with legislation changes
- Review and update existing policies and procedures



Labour Relations

- Administration of 5 Collective Agreements
- Grievance management (Step 1, Step 2, etc.)
- Attend mediation or arbitration
- Collective Agreements:
 - Interpret Collective Agreement articles
 - Participate in negotiation process
 - Letters of understanding
- Labour management meetings

Training and Development

- Creation of training content
- Delivery of County created training materials
- Coordination of group training sessions (external service providers)
- Succession planning



Pay Equity and Job Evaluations

- Provide recommendations on job descriptions and compensation
- Conduct compensation evaluations on new and existing positions to ensure total compensation is equitable




Occupational Health

- Occupational health & workplace injury management
- Functional abilities and return to work
- Ergonomics support
- Employee wellness initiatives
- Health and Safety




IN CASE OF INJURY OR ILLNESS AT WORK

**1**


Get medical help

Your employer is responsible for providing first aid. Go to the doctor or hospital if you need treatment. Your employer pays for your transportation.

**2**


Document

Tell your employer about your injury or illness. They investigate and keep a record of what happened.

**3**

Report to the WSIB


Employers must tell us within three days if an injury or illness happens. You can report by submitting Worker's Report of Injury/Illness (form 6).

**4**

Work together

We work with you and your employer to help you recover and return to work safely and at the right time.

Questions? We're here to help.
Call us at: 1-800-387-0750 | TTY: 1-800-387-0050
For details visit wsib.on.ca/reporting



Lower-Tier Billing Breakdown

- Fee for use and cost recovery basis
- Fees as outlined in User Fee By-Law
- 7 unbilled hours of service

All Departments	
Service	Fee
<u>Photocopying</u>	
<u>Monochrome</u>	
- First page	1.00
- Each additional page (letter)	0.20
- Each additional page (ledger)	1.00
<u>Colour</u>	
- Letter (per page)	1.50
- Ledger (per page)	3.00
<u>Maps</u>	
Letter and Legal (per image)	2.00
Tabloid (11 x 17 ledger)	3.00
Larger	7.50
Double-sided lamination (each page in addition to print charge)	see hourly rates
Development of custom maps (minimum ¼ hour charge)	see hourly rates
<u>Scanning Services</u>	
- First image	5.00
- All subsequent images in the same work order	1.00
- Digital File (pdf, jpg)	10.00
- Large Format Scanning (per image)	100.00
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1km x 1km tile)	50.00
Plus hourly wage for Administrative Assistant (minimum ¼ hour charge)	see hourly rates
<u>NSF Cheques</u>	35.00
Hourly Rates (travel time is 50% of service rate)	
- CAO/Department Head	130.00
- Manager/Supervisor	100.00
- Technical / Coordinator	75.00
- Maintenance/Janitorial Person	65.00
- Clerical	55.00

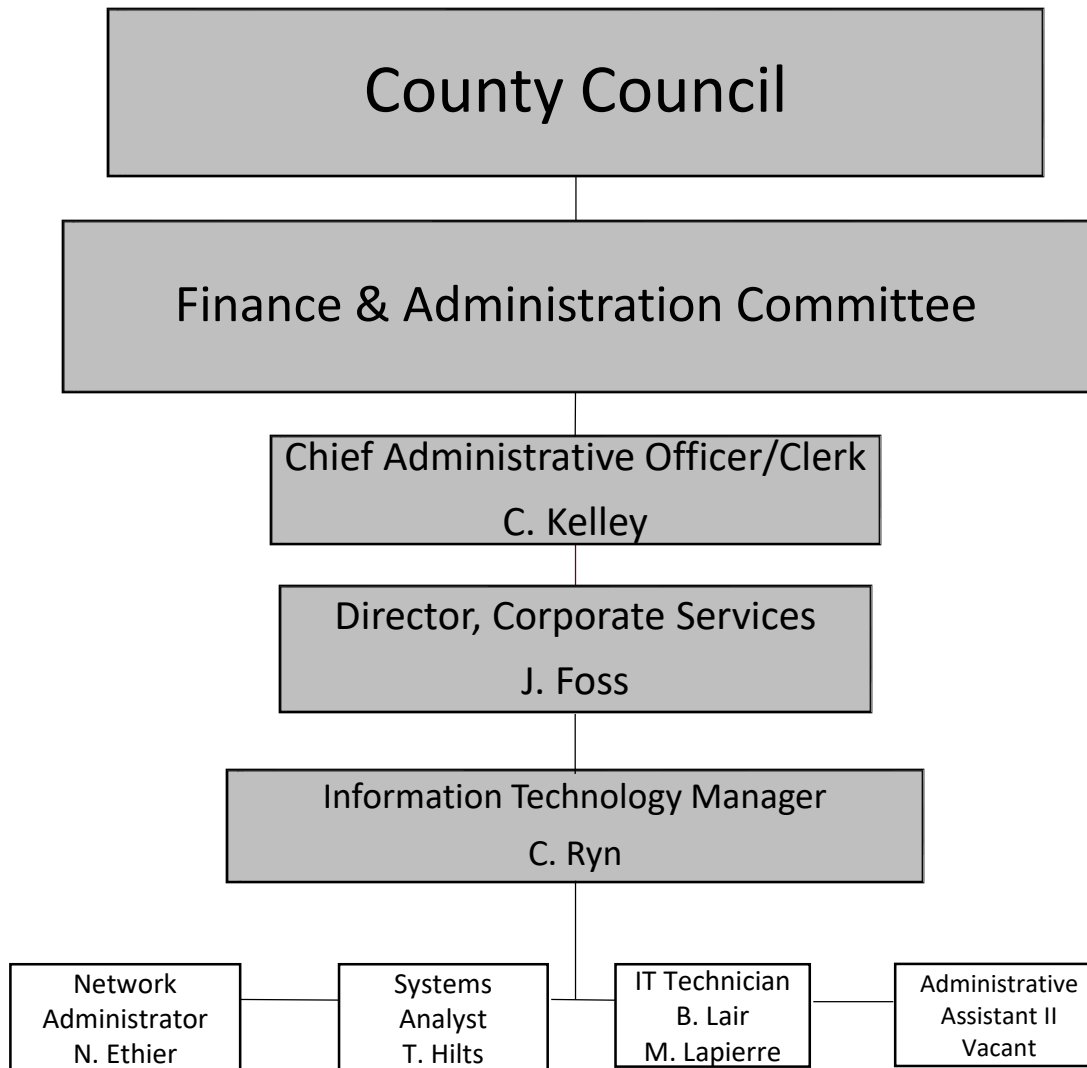
Service Level Agreement

- The County has developed a simple service level agreement, which includes an appendix outlining the services requested by the lower tier
- This can then be taken to Council for approval



Information Technology Division

Chris Ryn, Manager



Information Technology

- 5 full time staff
- Supports the following number of hardware devices and user accounts:
 - 550+ computers
 - 22+ Servers
 - 184 Smart Phones
 - 100 Tablet computers
 - 1,000 email accounts
 - 1,050 network user accounts
 - 12 managed wireless networks
- Management of over 7 Terabytes (TB) of County Data
- Management of the County's email system
- Management of the County's Corporate website
- Average 8,300 service requests annually
- Network and computer security
- Cyber Security Training
- Data backup and disaster recovery solutions for County data & networks

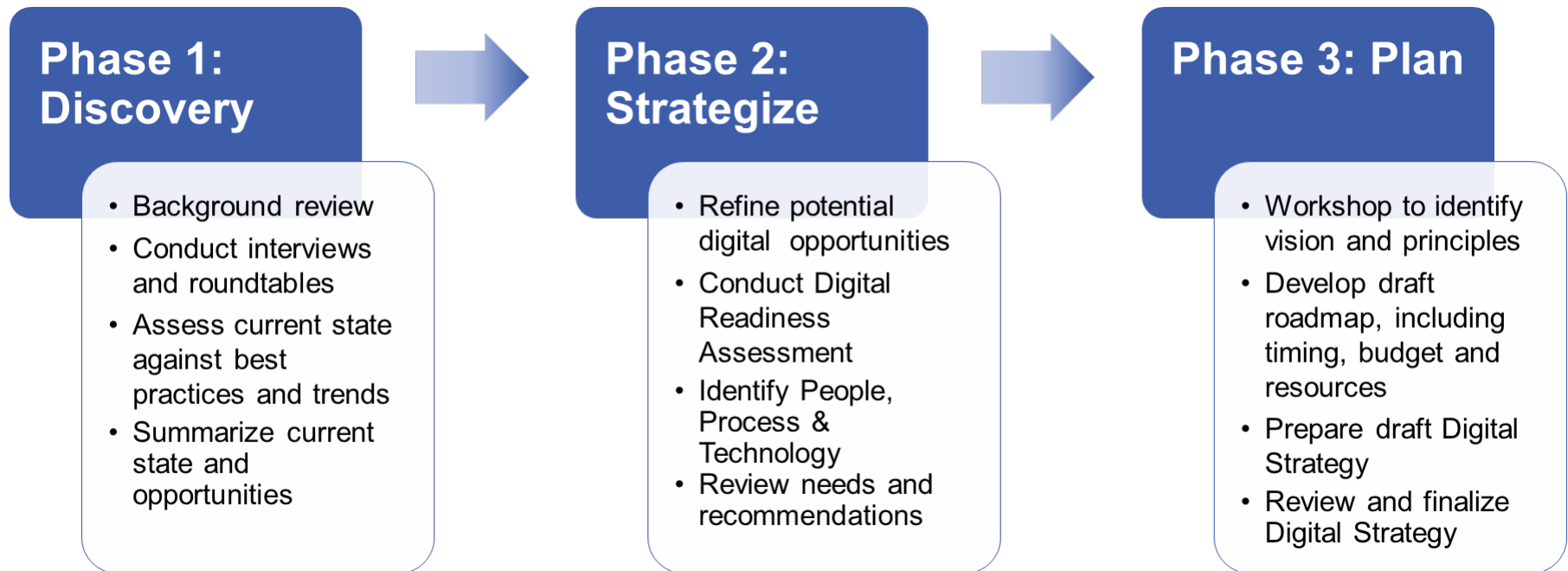
Digital Strategy

Given the importance of technology and its role in delivering County services – and particularly given the many competing demands of the municipal setting – a Digital Strategy is crucial and as such the IT Division in conjunction with the Perry Group Consultants developed a strategy that was presented to County Council in March 2022. The strategy addresses the following fundamentals to the County's future success, such as:

- Are we doing the right things with technology and digital?
- Are we making the right technology and digital investments?
- Is our information technology environment properly managed, maintained, secured and able to support the clients?
- Is it cost-effective?
- What are our future business needs?
- Is our technology environment equipped to meet current and future business needs?

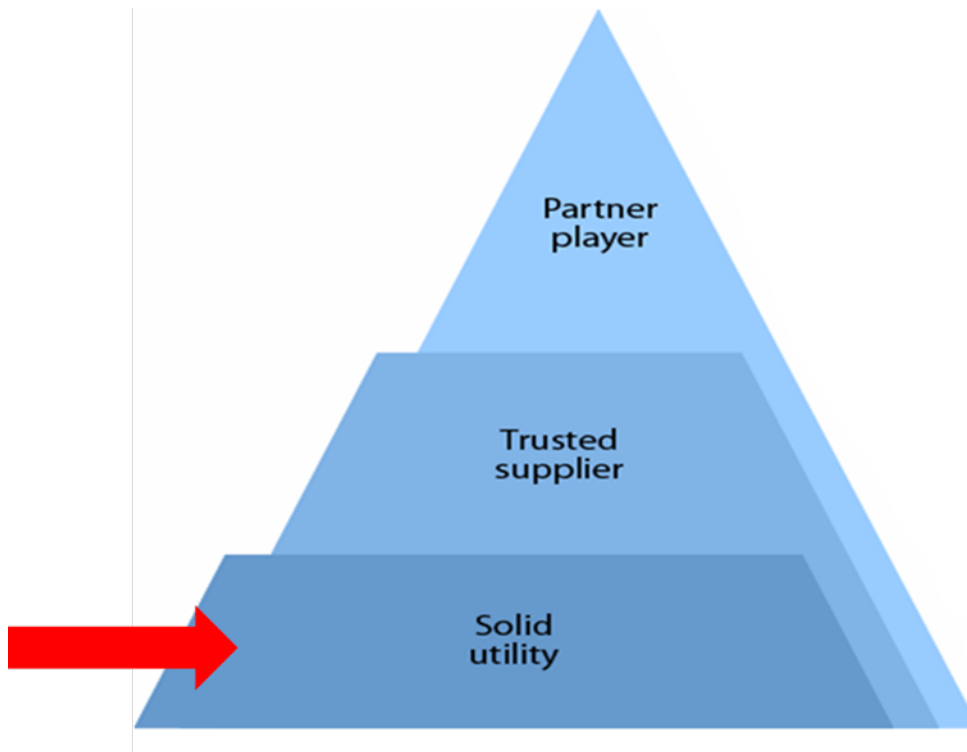
Digital Strategy

The digital strategy was developed using the following phased approach:



Digital Strategy – Operating Model

The digital strategy recommended an major shift in how the IT Division operates currently as a Solid Utility to a Partner Player. To make this shift possible it will require the IT Division to fill some important gaps in business solutions, project management and business analysis resources.



IT is integral to how we do business: IT organization is expected to closely partner with business units to help identify, plan and deliver significant business transformation initiatives - plus be a trusted supplier.

IT delivers critical functionality and services: IT organization is expected to deliver application projects on time and on budget, based upon the business unit's requirements and priorities - plus be a solid utility.

Keep the lights on: The IT organization is expected to provide cost effective-dial tone reliability with transparent costs.

Digital Strategy – IT Governance

The digital strategy recommended the implementation of an IT Governance framework

Key Facts

- Many municipalities have some level of IT Governance, and inherently recognize their governance could be improved
- Drivers for IT Governance include:
 - Regulatory Compliance
 - Increased demand and complexity within municipalities for digital transformation and online services
 - Unstructured or limited roles and responsibilities for IT Governance
 - Risk Management – according to Gartner, Audit chiefs identify IT Governance as top risk for 2021
- Implementing or improving IT Governance is often identified as a recommendation from Service Reviews, but how to implement IT Governance can be a challenge.
- Many industry methodologies exist for implementing ITDG including COBIT, ITIL, and PMI. They can be complimentary and often used in conjunction, but also perceived as overwhelming.

Digital Strategy – IT Governance

Goals of IT Governance Framework

- Establish a clear mandate and authority for all technology decisions.
- Engage stakeholders directly in technology decision making
- Better coordinate corporate technology and digital initiatives for which wider benefit can be derived
- Establish a more rigorous evaluation and selection process for technology projects – to ensure a focus upon ‘high value’ projects
- Track the business benefits and value accrued from investments in technology
- Ensure more effective resource utilization within IT and the business by focusing upon corporately agreed directions.

Digital Strategy – IT Governance

Solution

- Draw on past experience and take a hybrid approach by picking elements from known methodologies for what works best in a municipal environment.
- Use a minimum viable product model.
- Determine current situation, use what you can to ensure the foundations are in place, then focus only on what is required.
- Ensure the solution is scalable.
- Help it succeed through executive commitment, organizational support, and creating a sustainable governance framework.

Digital Strategy – Recommended Projects

The digital Strategy identified over 40 projects for the County's consideration and below are some of the highlights:

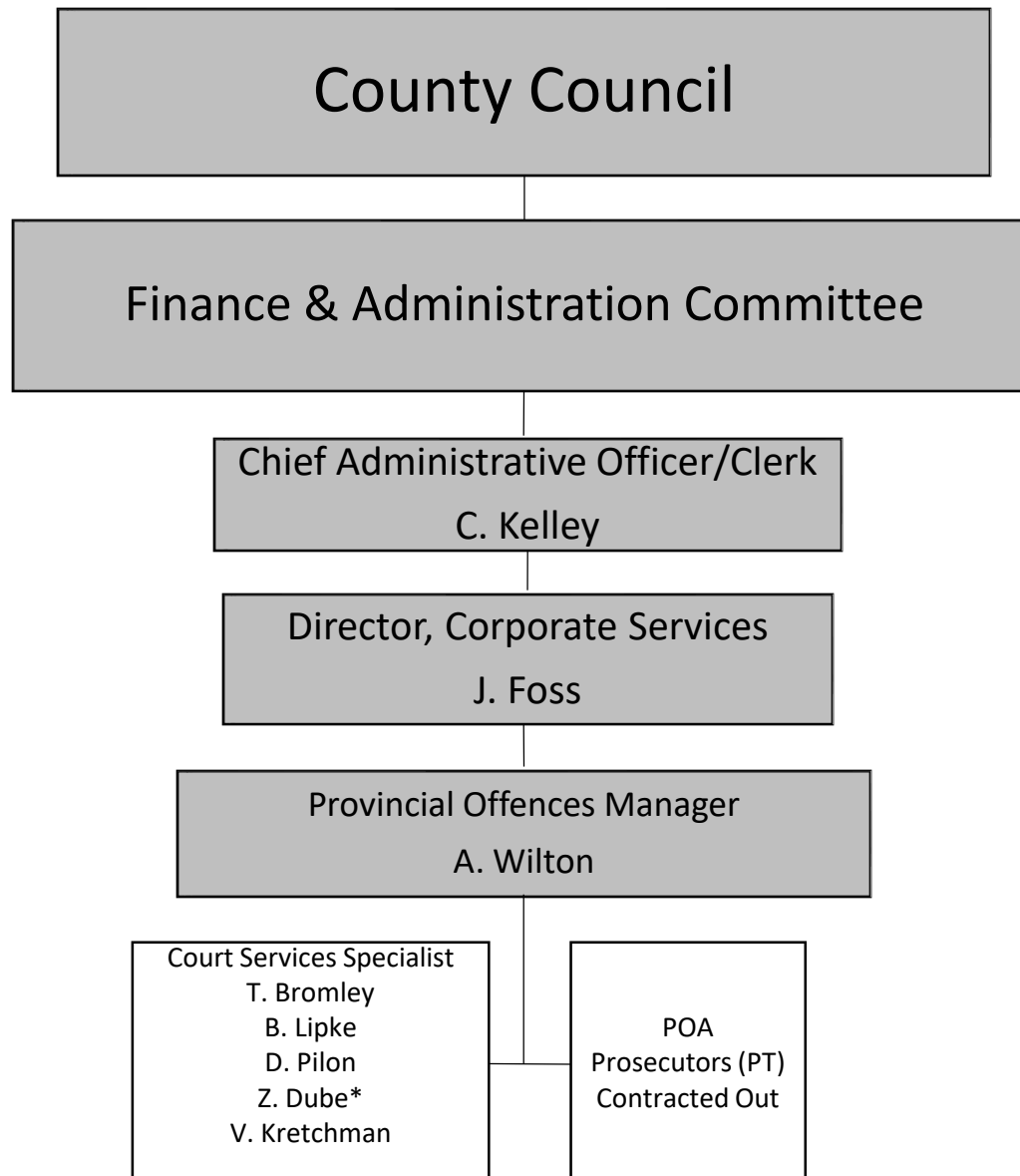
- IT Governance projects
 - IT Governance Framework (Implemented in 2022)
 - Cloud Strategy
 - AODA Compliance Policy
- Infrastructure Projects
 - Cloud backup solution (Implement in 2022)
 - Ongoing security enhancements & cybersecurity program
 - Migrate POA ICON server to VM Ware environment (Planned for 2023)

Digital Strategy – Recommended Projects

- Business Systems Projects
 - Human Resources Information System Payroll
 - Document and Records Management Strategy
 - Paramedic Systems Review
 - Land and property management
- Integration and Data Projects
 - NextGen-911 Planning
 - GIS Strategy



Provincial Offences Division Ashley Wilton, Manager



*Contract

Provincial Offences

- 4 full time and 1 part time staff
- Administration of Part I, Part II, and Part III Offences of the Provincial Offences Act in accordance with the Memorandum of Understanding
 - Part I – Highway Traffic Act Certificates of Offences (maximum fine of \$1,000), By-law Infractions (excluding parking) and Liquor Offences etc.
 - Part II – Parking Offences (set fines established by By-law)
 - Part III – Charges under the Ontario Statutes, Municipal By-laws and Federal Contraventions Act – summons requiring court appearance, no set fine but within the minimum to maximum range set out in the Statute under which the charge was laid
- Governed by strict conflict of interest guidelines overseen by the Attorney General through compliance and performance reports and audits
- 9,245 Payments Processed (276 Extensions of Time to Pay, 960 Pre-Authorized Debits)
4,079 Payfines Payments Processed
- 1,066 Licences Suspended
- 1,139 Collection Notices Issued
- 1,623 Files sent to Collection Agency for Collection
- 1,341 Final Notices mailed
- 8,581 Charges Received
- 2,530 Trial Notices Issued
- 1,158 Early Resolution Notices Issued

Overview of *Provincial Offences Act* Courts

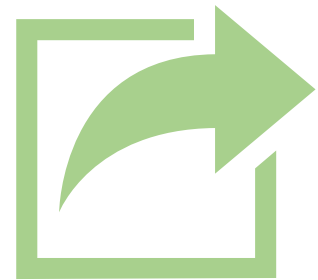
Prepared for Municipal Court Managers and Staff



152


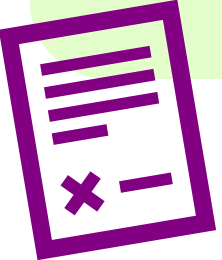
Local Services Realignment Initiative

- Under the **Local Services Realignment initiative** in the late 1990s, the responsibility for several services, including the administration of POA courts and enforcing and collecting POA fines, was transferred from the province to municipalities.
 - **Between 1998-2001**, the Ministry transferred responsibility for the day-to-day POA courts administration to 68 municipal partners.
- The **roles and responsibilities** of the Ministry of the Attorney General and municipal partners are set out in 59 Memoranda of Understanding (MoU) between each municipal partner and the Attorney General.



POA Transfer Agreements

All municipal partners have entered into a POA Transfer Agreement with the Ministry of the Attorney General, pursuant to Part X of the *Provincial Offences Act*. The POA authorizes the municipality to perform specific functions under the POA within a specific court catchment area. The POA Transfer Agreement includes...

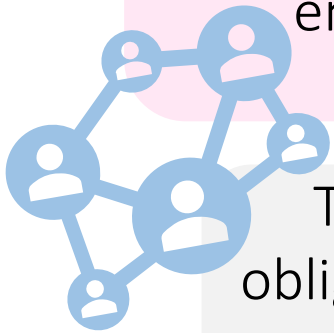


A **Memorandum of Understanding** common to all municipal partners that sets out the general provisions common to all transfers; and

A **Local Side Agreement** specific to each municipal partner that sets out provisions unique to the specific court service area (e.g., transfer of facilities and accounts receivable).

Inter-Municipal Agreements

Where a municipal partner provides local justice services on behalf of other municipalities within the court service area, the POA Transfer Agreement MoU requires the municipal partner to enter into **inter-municipal agreements** with all serviced municipalities.



These inter-municipal agreements must include local obligations and arrangements about courts administration, court support, prosecutions, reporting, revenue sharing and dispute resolution.

Agreements must also be updated regularly based on new initiatives (e.g., automated speed enforcement, red light cameras, etc.)



Remember: The Attorney General is not a party to these inter-municipal agreements.



The Landscape of Responsibilities in POA Courts

Ministry of
the Attorney
General



Judicial Function

Ontario
Court of
Justice

Oversight Function



Municipal
Partners



Administrative Function



Municipal Partners

Roles and Responsibilities: Municipal Partners

Municipal partners are responsible for...



POA courts administration and support functions at the trial level.



Prosecution for ticketable offence proceedings commenced against adults (including parking).



Enforcing and collecting POA fines, including related costs, surcharges and fees.



***Note:** Municipal partners keep POA fine revenues collected after the remittance of surcharges, special purpose funds and judicial, technology, prosecution and monitoring costs.*





Reminder!

Municipal Partners Cont'd...

Under the terms of the transfer agreements, **municipal partners** have liberty in how they execute their function as long as they...

Provide at least the same level of service that the province provided at the time of transfer
(MoU, s.5.3.2)



Consult with the Attorney General, and other parties as the Attorney General may direct, with regard to changes about: procedural guidelines; prosecutorial, court administration or court support processes; and changes to case management procedures and court master plans
(MoU, s.5.3.8)

! ***Don't forget:** case management procedures and court master plans are subject to the approval of the judiciary (see slide 10).*

Roles and Responsibilities: The Ministry



The Ministry

The Ministry retains an important oversight role of POA courts. In this capacity, you will find that the Ministry regularly issues information bulletins and other correspondence to communicate minimum standards and best practices related to POA where appropriate.



What else did the Ministry retain responsibility for?



Certain Prosecution, Administration and Support Functions





- Prosecution of more serious POA offences (Part III matters) and POA offences committed by young persons.
- Courts administration and support functions for POA appeals.

Here's More Information!


The Ministry Cont'd...




Oversight and Monitoring

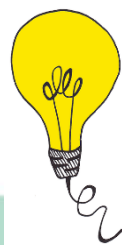
-  The Ministry retains responsibility for the justice system as a whole.
-  Communicating any changes that impact the responsibilities of municipal partners in a timely way.
-  Supporting/monitoring the local delivery of justice services by municipal partners to ensure service standards are met and parties comply with the transfer agreement.
-  Providing guidance, best practices and minimum standards (e.g., COVID-19 court recovery, remote proceedings, etc.).

Policy and Legislation

-  Conducting policy and legislative reviews to propose changes and amendments.

Operational Support

-  Providing operational support to municipal partners through the POA Unit (e.g. changes to the ICON case management system).




The Court

Roles and Responsibilities: The Ontario Court of Justice

Here are some key elements to remember about the role of the Ontario Court of Justice in POA courts...



Remember: nothing in the Transfer Agreement affects the powers, duties and appointment of the judiciary (MoU s. 1.15)



The judiciary provides independent adjudication of cases, free from influence or the appearance of bias. (MoU s. 1.15, 2.1.1, 2.1.3)

The judiciary liaises with court managers on access to justice & efficient handling of court business, and must approve any proposed changes to case management procedures and court master plans. (MoU s. 5.3.8)

The Judiciary offer input and advice with regard to court facilities, including the judicial approval process for altering existing facilities or creating new facilities. (MoU Schedule 1, paragraph 7)

The judiciary impose and update "Set Fines" which are a vital part of the ticketing process under Part I of the POA.

The Ministry's POA Unit: Contact Information

The Ministry's POA Unit maintains regular communication with municipal partners in a variety of ways, including information bulletins, meetings, email distribution and two-way conversations by way of our generic email account.

How do you reach us?



The POA Unit can be reached at the following email address:

JUS.G.MAG.POASupport@ontario.ca

Municipal partners should direct any POA operational, project and policy related questions to this email address.

How do we reach you?



The POA Unit maintains a **municipal distribution list** encompassing court managers and designated staff. To ensure our distribution list is up-to-date, we ask that court managers email us when updates are required.

IMPORTANT: Municipal court managers should only engage the Ontario Court of Justice through their Regional Senior Justices of the Peace or Local Administrative Justices of the Peace, based on local practice. This communication should be limited to specific local questions related to the scheduling of court sittings, case management procedures, court master plans and changes to facilities.



The Ministry's POA Unit Websites and Resources



POA Information Services Website

<https://municipalcourts.on.ca/>

- Provides POA courts with operational information, tools and resources on an ongoing basis (e.g., information bulletins, POA court contact lists, POA court statistics).
- **For access:** municipal court managers should email the POA Unit to obtain an authorization form. This form should be completed by the court manager on behalf of themselves or the staff member requiring access to the website.

MAG Website

www.attorneygeneral.jus.gov.on.ca/english/courts/Court_Addresses/poa/

- The information on this website is provided by each Municipal Provincial Offences Court.
- The website includes all POA court locations and information pertaining to addresses, general inquiry contacts, accessibility inquiry contacts and municipal website links.

Important: Court managers should email the POA Unit any time there is a change in court contact information (i.e., address, website link, contacts, etc.)

163



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!
www.countyofrenfrew.on.ca

Thank you!
Questions?