



HEALTH COMMITTEE

Wednesday, February 15, 2023

A meeting of the Health Committee was held on Wednesday, February 15, 2023, at 9:30 a.m. at the County Administration Building, Pembroke, Ontario.

Present were:

- Chair Michael Donohue
- Warden Peter Emon
- Vice-Chair Neil Nicholson
- Councillor Debbi Grills
- Councillor Valerie Jahn (attended virtually)
- Councillor Jennifer Murphy
- Councillor Rob Weir
- Councillor Mark Willmer

City of Pembroke Reps: Councillor Troy Purcell

Regrets: Councillor Patricia Lafreniere (City of Pembroke)

Staff Present:

- Craig Kelley, Chief Administrative Officer/Clerk
- Mike Blackmore, Director of Long-Term Care
- Michael Nolan, Director of Emergency Services
- Jeffrey Foss, Director of Corporate Services
- Laura LePine, Director of Community Services
- Lee Perkins, Director of Public Works & Engineering
- Mathieu Grenier, Deputy Chief, Emergency Services
- Brian Leahey, Deputy Chief, Emergency Services
- Daniel Burke, Finance Manager
- Tina Peplinskie, Media Relations and Social Media Coordinator
- Rosalyn Gruntz, Deputy Clerk
- Wendy Hill, Administrative Assistant III

Chair Donohue called the meeting to order at 9:30 a.m.

Chair Donohue 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.

RESOLUTION NO. H-C-23-02-07

Moved by Councillor Willmer

Seconded by Councillor Nicholson

THAT the minutes of the January 10, 2023 meeting be adopted. CARRIED.

RESOLUTION NO. H-C-23-02-08

Moved by Councillor Murphy

Seconded by Councillor Grills

THAT the Health Committee Agenda be amended to include a closed session meeting. CARRIED.

Emergency Services Report

Chief Michael Nolan overviewed the Emergency Services Department Report which is attached as Appendix A.

Committee discussed OCEAN Software, which allows patients to send and receive images, forms, etc., via a secure link, then uploads directly into patients' charts. Committee requested that staff determine if OCEAN Software is compatible with the online patient portal, MyChart, where patients can access their own personal health information.

RESOLUTION NO. H-C-23-02-09

Moved by Councillor Willmer

Seconded by Councillor Grills

THAT the Health Committee recommends to County Council that the Advanced Care Paramedic Tuition Loan Program be continued through the 2023 calendar year. CARRIED.

RESOLUTION NO. H-C-23-02-10

Moved by Councillor Purcell

Seconded by Warden Emon

THAT Health Committee recommend that Dr. Robert Cushman and Ms. Leah Levesque be invited to County Council to be presented with a Chief's commendation and plaque for their contributions during the COVID-19 pandemic and the development of the Renfrew County Virtual Triage and Assessment Centre. CARRIED.

RESOLUTION NO. H-C-23-02-11

Moved by Councillor Grills

Seconded by Councillor Nicholson

THAT Health Committee recommend that County Council adopt a By-law authorizing the Warden and CAO/Clerk to sign the Lease Agreement and letter of agreement between the County of Renfrew and Carefor Health and Community Services to lease office space at 425 Cecelia Street, Pembroke for tenancy the Renfrew County Virtual Triage and Assessment Centre. CARRIED.

RESOLUTION NO. H-C-23-02-12

Moved by Councillor Willmer

Seconded by Councillor Weir

THAT the Emergency Services Department Report attached as Appendix A be approved, with the exception of Item 7, Draft 2023 Emergency Services Budget. CARRIED.

Long-Term Care Report

Mr. Mike Blackmore overviewed the Long-Term Care Report which is attached as Appendix B.

RESOLUTION NO. H-C-23-02-13

Moved by Warden Emon

Seconded by Councillor Grills

THAT the Health Committee recommend that County Council authorize the Warden and Chief Administrative Officer/Clerk to sign the annual Schedule E – Form of Compliance Declaration issued pursuant to the Long-Term Care Service Accountability Agreement for each of Bonnechere Manor and Miramichi Lodge. CARRIED.

RESOLUTION NO. H-C-23-02-14

Moved by Councillor Weir

Seconded by Councillor Murphy

THAT the Health Committee recommends to County Council adopt a by-law rescinding By-law 37-22, revoking Policy G-010 Vaccination Policy for County of Renfrew Long-Term Care Homes effective March 1, 2023. CARRIED.

RESOLUTION NO. H-C-23-02-15

Moved by Councillor Willmer

Seconded by Councillor Nicholson

THAT the Health Committee recommend that County Council amend By-law 84-09 to revise Long-Term Care Homes Policy G-009 that removes 'residents of Bonnechere Manor and Miramichi Lodge' from the policy; AND FURTHER THAT this policy be reviewed in six months and again in twelve months. CARRIED.

RESOLUTION NO. H-C-23-02-16

Moved by Councillor Willmer

Seconded by Councillor Weir

THAT the Long-Term Care Department Report attached as Appendix B be approved, with the exception of Item 11, Bonnechere Manor and Miramichi Lodge Budgets. CARRIED.

Committee recessed at 10:25 a.m. and reconvened at 10:37 a.m. with the same persons present.

Mr. Kelley acknowledged the hard work preparing the budget and advised that staff were challenged to meet all the deliverables with the targets set in the Fall of 2022 and the Senior Leadership Team has put forward a reasonable approach to the 2023 budget. He noted that staff will be proposing some alternative service delivery methods and innovative approaches to meet

the targeted levy, some with significant impact to operational model, and if necessary, Committee may be required to enter into a closed meeting to address items of a sensitive nature.

Chief Nolan provided a presentation, County of Renfrew Paramedic Service Budget 2023, which is attached as Appendix C, as part of the Draft 2023 Emergency Services Budget overview.

Committee discussed budget targets and the service level requirements throughout the County of Renfrew and the funding required to maintain the current service levels provided.

RESOLUTION NO. H-C-23-02-17

Moved by Councillor Nicholson

Seconded by Councillor Murphy

THAT the draft Emergency Services Budget be amended to include a costing of an additional 24-hour, seven days a week ambulance service commencing mid-2023. CARRIED.

Committee discussed the requirement of ordering vehicles in advance of receiving them and recommended that staff bring forward the advance procurement of vehicles and equipment to the budget workshop.

RESOLUTION NO. H-C-23-02-18

Moved by Councillor Willmer

Seconded by Councillor Weir

THAT Health Committee recommends that the Draft 2023 Emergency Services Budget, as amended, be forwarded to the February 22, 2023, County Council Budget Workshop. CARRIED.

Mr. Blackmore provided the 2023 Long Term Care Draft Budget Overview, which is attached as Appendix D, as part of the Bonnechere Manor and Miramichi Lodge Budgets review.

RESOLUTION NO. H-C-23-02-19

Moved by Warden Emon

Seconded by Councillor Grills

THAT the Health Committee recommends that the Draft 2023 Bonnechere Manor and Miramichi Lodge Budgets be forwarded to the February 22, 2023 County Council Budget Workshop. CARRIED.

RESOLUTION NO. H-C-23-02-20

Moved by Warden Emon

Seconded by Councillor Willmer

BE IT RESOLVED THAT Health Committee move into a closed meeting pursuant to Section 239 of the Municipal Act, 2001, as amended to discuss personal matters about an identifiable individual, including employees. Time: 12:28 p.m. CARRIED.

RESOLUTION NO. H-C-23-02-21

Moved by Councillor Purcell

Seconded by Councillor Weir

THAT this meeting resume as an open meeting. Time: 12:41 p.m. CARRIED.

RESOLUTION NO. H-C-23-02-22

Moved by Councillor Grills

Seconded by Councillor Jahn

THAT the Board of Health Minutes for December 16, 2022 and January 10, 2023 be noted and received. CARRIED.

RESOLUTION NO. H-C-23-02-23

Moved by Councillor Weir

Seconded by Councillor Willmer

THAT this meeting adjourn and that the next regular meeting be held on March 8, 2023. Time: 12:45 p.m. CARRIED.

COUNTY OF RENFREW
EMERGENCY SERVICES REPORT

TO: Health Committee
FROM: Michael Nolan, Director of Emergency Services/Chief, Paramedic Service
DATE: February 15, 2023
SUBJECT: Department Report

INFORMATION

1. Point of Care Ultrasound (POCUS)

The Point of Care Ultrasound (POCUS) was used successfully in a major trauma case involving a 13-year-old patient who was ejected from a snowmobile and subsequently run over by the machine.

The Patient was clinically sick with multiple indications of a serious thoracic and abdominal injury, unable to take breaths full enough to get a proper auscultation assessment POCUS was used to assess the injuries on scene. ACP Justin Jordens was able to show positive findings supporting the diagnosis of intra-abdominal bleeding (free fluid), and a hemothorax and pneumothorax. These findings supported their advocacy to authorize a bypass directly to CHEO and was well received by the trauma team lead, who advised that knowing diagnosis in advance led to a scaled-up response on arrival: General surgery consult was in the trauma room on crew's arrival.

Overall feedback from CHEO was positive and led to questions about the potential to transmit images ahead of arrival in the future. All findings will be documented in the Butterfly image server in accordance with the directive.

2. OCEAN Software

Both best practice and technology is invested in RC VTAC to ensure optimal provision of care for our communities. Ocean software allows patients to send and receive images, forms, etc., via a secure link, which then uploads directly into patients' charts. It further enables a more seamless process for physicians to send and receive referrals to specialists to communicate regarding treatment, diagnosis and care options as well as tracking the referral status.

Ocean software is designed to maximize operational effectiveness wherever there is a need to coordinate multiple facilities, assets, people, and resources in high-risk and complex environments. Integrating "*Ocean*" into our currently used system; Telus PS Suites, will improve the workflow of the Medical Receptionists and Physicians at VTAC. It will facilitate the referral process and provide a secure form of messaging with patients.

The cost is approximately \$2887.50 per year for all VTAC medical receptionists and physicians and will be an add-on to the current Telus Paramedic Service invoice, covered 100% by VTAC funding.

3. Emergency Management – Release of Ontario’s Provincial Emergency Management Strategy and Action Plan (PEMSAP)

Attached as Appendix ES-I is a memo from Mr. Bernie Derible, Deputy Minister and Commissioner of Emergency Management Treasury Board Secretariat, with a link to a document entitled **Ontario’s Provincial Emergency Management Strategy and Action Plan**. The plan provides details of how the plan will set a foundation for emergency management in Ontario, informed by emergency events across the province, and placing the most vulnerable at the centre of planning, preparedness, and mitigation.

RESOLUTIONS

4. ACP Tuition Loan Letter of Understanding

Recommendation: THAT the Health Committee recommends to County Council that the Advanced Care Paramedic Tuition Loan Program be continued through the 2023 calendar year.

Background

Since 2008, the County of Renfrew Paramedic Service and the Canadian Union of Public Employees (CUPE) Local 4698 agreed to terms related to an Advanced Care Paramedic Tuition Loan for primary care paramedics. Only those Primary Care Paramedics accepted into an approved Advanced Care Paramedic Education program delivered by an accredited college would be considered. The previous agreement expired as of December 31, 2022.

The Service is requesting that Health Committee continue to approve up to six (6) Paramedics per year who have been accepted into an accredited institution to receive this funding. The loan shall be based upon the applicable tuition charged by the educational institution to a maximum of \$15,000. Loan repayment in full shall be by payroll deduction of a fixed bi-weekly repayment amount over a term so specified within an agreement between the employer and the employee with such terms of repayment not to exceed two years upon completion of the program.

Not all applicants ask for the loan and admittance is no longer on a first-come, first-served basis. The employer reserves the right to determine who should receive this funding based on the number of applicants. Of note, Committee was previously advised that legislation has changed, and graduates are no longer permitted to work as an Advanced Care Paramedic until the successful completion of a provincial exam and have been mentored with an Advanced Care Paramedic for 14 shifts. Current employees with the Service wishing to attend schooling are required to request an educational leave of absence, however, are available to work on a part-time basis. This does not start the repayment obligation until the course is completed. This system has worked well to

demonstrate the employer's interest in the advancement of staff education. The advanced scope of practice these Paramedics bring to our communities assist the County of Renfrew Paramedic Service to develop services to ensure the continued health and wellness of residents now and in the future. Since 2015, over 40 Paramedics hired as PCPs have chosen to return to school to be ACPs – 10 of these have utilized the loan program offered through the County highlighting the fact that we promote a culture of excellence and direct learning. The Letter of Understanding signed by CUPE 4698 is attached for information as Appendix ES-II.

5. Recognition for Dr Robert Cushman and Ms. Leah Levesque

Recommendation: THAT Health Committee recommend that Dr Robert Cushman and Ms. Leah Levesque be invited to County Council to be presented with a Chief's commendation and plaque for their contributions during the COVID-19 pandemic and the development of the Renfrew County Virtual Triage and Assessment Centre.

Background

Dr. Robert Cushman, the Acting Medical Director of Health for the Renfrew District Health Unit (Retired), has been a key player in support of County of Renfrew residents and the Paramedic Service throughout the pandemic. Through his leadership excellent care and advocacy was provided to all during the COVID-19 pandemic and his support for the implementation of the Renfrew County Virtual Triage and Assessment Centre program that has changed how people think about health care in the County. Ms. Leah Levesque, President, and Executive Director, Arnprior Family Health Team, has been integral in the development of the Renfrew County Virtual Triage and Assessment Centre (RC VTAC), and at the forefront of the strategies to protect residents during COVID-19. The Service is recognizing these efforts with a presentation during the next meeting of the County Council.

BY-LAWS

6. Renfrew County Virtual Triage and Assessment Centre (RC VTAC)

Recommendation: THAT Health Committee recommend that County Council adopt a By-law authorizing the Warden and CAO/Clerk to sign the Lease Agreement and letter of agreement between the County of Renfrew and Carefor Health and Community Services to lease office space at 425 Cecelia Street, Pembroke for tenancy the Renfrew County Virtual Triage and Assessment Centre.

Background

It is anticipated that the Renfrew County Virtual Triage and Assessment Centre, previously located at Shady Nook Arena, will move to 425 Cecelia Street the week of February 13, with the official opening on February 20, 2023. The lease for the premises comprised of approximately 1360 square feet, will commence on February 1, 2023, for a 2-month term. The rent shall be computed at the rate of **\$19.31** per square foot totaling \$2188.47 per-

month for February and March 2023 to be payable on or before the 1st day of each month. This lease may be extended with notification in writing prior to the expiration of the current term with the same terms and conditions. Attached are the draft by-law, lease (Appendix ES-III), and accompanying lease letter (ES-IV).

RESOLUTIONS

7. Draft 2022 Emergency Services Budget

Recommendation: THAT Health Committee recommends that the Draft 2023 Emergency Services Budget be approved by this Committee and forwarded to the February 22, 2023, County Council Budget Workshop for approval.

Background

The 2023 Draft Health Committee Budget is attached as Appendix ES-V in the Emergency Services Department report. Also attached as Appendix ES-VI is the Paramedic Service Business Case.

Treasury Board Secretariat

Emergency Management Ontario

25 Morton Shulman Avenue
 Toronto ON M3M 0B1
 Tel: 647-329-1200

Secrétariat du Conseil du Trésor

Gestion des situations d'urgence Ontario

25, rue Morton Shulman
 Toronto (Ontario) M3M 0B1
 Tél.: 647-329-1200



DATE : February 3, 2023

MEMORANDUM TO: Municipal Chief Administrative Officers

FROM: Bernie Derible
 Deputy Minister and Commissioner of Emergency
 Management
 Treasury Board Secretariat

SUBJECT: **Ontario's Provincial Emergency Management Strategy
 and Action Plan (PEMSAP)**

I am pleased to share Ontario's [Provincial Emergency Management Strategy and Action Plan](#), a roadmap for a whole-of-Ontario approach to keep the people of Ontario safe, practiced and prepared. The plan sets a foundation for emergency management in Ontario, informed by emergency events across the province, and placing the most vulnerable at the centre of planning, preparedness and mitigation. The action-oriented plan includes goals and actions designed to keep Ontario in a state of constant readiness and preparedness – both now and in the future.

Municipalities play a critical role in addressing emergencies at the local level and are the first line of emergency preparedness, planning, mitigation, response and recovery. The plan reinforces Emergency Management Ontario's continued partnership with municipalities to achieve our collective vision of a safe, practiced and prepared Ontario.

I would like to express my appreciation and thanks for municipal insights and partnership which informed the development of the plan.

Three goals guide Ontario's plan and will support municipalities to maintain a state of constant readiness and preparedness:

1. **One Window for all Ontarians** through [Emergency Management Ontario](#) to proactively coordinate and facilitate across emergency management partners.

2. **Proactive Planning and Monitoring** that is grounded in data, analytics and knowledge.
3. **Practiced and Prepared Emergency Response** through strengthened local capabilities, emergency management training and public education.

The plan will be further strengthened through ongoing engagement with municipalities to ensure that our province is in a state of constant readiness and preparedness.

If you have any questions regarding the Provincial Emergency Management Strategy and Action Plan, please contact your local field officer.

Sincerely,



Bernie Derible

Deputy Minister and Commissioner of Emergency Management
Treasury Board Secretariat

cc: Heather Levecque, Assistant Deputy Minister, Emergency Management Strategy, Monitoring and Intelligence Division, Emergency Management Ontario, Treasury Board Secretariat

Teepu Khawja, Assistant Deputy Minister, Emergency Management Operations and Response Division, Emergency Management Ontario, Treasury Board Secretariat

Lisa Priest, Assistant Deputy Minister, Emergency Management Preparedness, Programs and Planning Division, Emergency Management Ontario, Treasury Board Secretariat

Michelle Astill, Director, Emergency Management Strategy, Monitoring and Intelligence, Emergency Management Ontario, Treasury Board Secretariat

LETTER OF UNDERSTANDING

between

The County of Renfrew Paramedic Service

and

The Canadian Union of Public Employees and its Local 4698

Re: Advance Care Paramedic Tuition Loan Program

Without Precedence and Prejudice

It is in the interest of the employee, the Employer, and CUPE Local 4698 that current County of Renfrew Primary Care Paramedics (PCP) employees be provided with an opportunity to upgrade their skills to become an Advanced Care Paramedic (ACP).

In accordance with Resolution No. H-CC-20-10-71, the following program is intended to assist PCP staff in their attainment of the ACP classification. The approval is for up to six (6) PCP staff per year, to be accepted into the program.

1. It will be the responsibility of each PCP to make application with appropriate training institutions of their choice, for the attainment of the ACP job qualifications.
2. Once registered, a PCP may make an application for tuition assistance related to attainment of the ACP job classification.
3. Applications for the tuition loan program will be accepted until April 30th. Should the Employer receive more than six (6) requests for the ACP tuition loan in any calendar year, applications will be accepted as per seniority. Applications received after the April 30th deadline will be considered on a first-come first served basis, as long as space is available in the program.
4. In the 2023 calendar year, the Employer will make available a loan of up to fifteen thousand dollars (\$15,000) per approved Paramedic to be used to pay for tuition fees for the ACP upgrading. Any tuition loan will be subject to the County's Bank Prime Rate in effect on the date the agreement is signed.
5. Any employee who accepts the tuition loan from the Employer will enter a repayment schedule. Loan repayment in full shall be by payroll deduction of a fixed bi-weekly repayment amount over a term so specified within an agreement between the Employer and the employee, with such terms of repayment not to exceed twenty-four (24) months upon the completion of the program. Loan repayment will begin on the first pay period following the end of the academic (classroom) portion of the ACP Program. It is the employee's responsibility to notify the Service of the final day of the academic (classroom) term.


Should the applicant withdraw from, or be unsuccessful in the ACP Program, it is the responsibility of the employee to notify the Employer immediately. The repayment schedule, as defined above, will commence on the first pay period following notice to the Employer.

Should the employee leave the Service for whatever reason before repaying the loan, any monies the Employer has paid to the college on behalf of the employee, or any balance remaining on the employee's loan, is the responsibility of the employee and shall be repaid immediately, in full.

6. This Letter of Understanding will be in force until December 31, 2023.

Signed this 18th day of January 2023, in Pembroke, Ontario.

Signed on behalf of the
Corporation of the County of
Renfrew



Signed on behalf of CUPE and its
Local 4698



COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO EXECUTE A LEASE AGREEMENT BETWEEN
THE COUNTY OF RENFREW AND CAREFOR HEALTH AND COMMUNITY SERVICES FOR OFFICE SPACE
AT 425 CECELIA STREET, PEMBROKE, FOR THE RENFREW COUNTY VIRTUAL TRIAGE AND
ASSESSMENT CENTRE.**

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with Carefor Health and Community Services for office space at 425 Cecelia Street, Pembroke for RCVTAC. The lease for the premises comprised of approximately 1360 square feet, will commence on February 1, 2023, for a 2-month term. The rent shall be computed at the rate of **\$19.31** per square foot totaling \$2188.47 per month for February and March 2023 to be payable on or before the 1st day of each month, with the option to renew, exercisable by written notice, prior to the end of term.

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

1. The agreement attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and Carefor Health and Community Services.
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
3. That this by-law shall come into force and take effect upon the passing thereof.

READ a first time this 1st day of March 2023.

READ a second time this 1st day of March 2023.

READ a third time and finally passed this 1st day of March 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

LEASE AGREEMENT

THIS INDENTURE made this 20th of January 2023

BETWEEN:

CAREFOR HEALTH & COMMUNITY SERVICES
A Not for Profit Charity, Business Number 11928 4768 RT0001
 (hereinafter called the "Landlord")

OF THE FIRST PART

-and-

RENFREW COUNTY VIRTUAL TRIAGE AND ASSESSMENT CENTRE
 (hereinafter called the "Tenant")

OF THE SECOND PART

WHEREAS the Landlord is the owner of a commercial building located at 425 Cecelia Street, Pembroke, Ontario;

AND WHEREAS the Landlord has agreed to lease to the Tenant office space, the Parties hereby covenant and agree with each other as hereinafter set forth.

Leased Premises: The Leased Premises shall comprise of approximately 1360 square feet as described in **Schedule A**.

Term: The Term of the lease shall 2 months (February and March 2023)

Commencement: The Term of the lease shall commence on February 1, 2023.

Option to Renew: The Tenant shall have the option, exercisable by notice in writing to the Landlord prior to the expiration of the Term herein, to renew the lease with the same terms and conditions as are contained in the lease, save and except that the amount of annual Rent to be paid during such renewal term shall be agreed to between the parties, and failing such agreement, to be determined by arbitration pursuant to the arbitration statute of the Province having jurisdiction, provided, however, that in any event such Rent shall not exceed the then prevailing rental rates for premises of similar size in comparable buildings, nor will the Rent decrease from the current rate. This option can be delivered to Carefor Health & Community Services at 425 Cecelia Street, Pembroke, ON K8A 1S7.

Use and Exclusive: The Leased Premises is zoned as institutional and is to be used for general office and administration purposes as well as for the purpose of offering the Tenant's services to its clients.

Insurance: During the Term of this Lease and any renewal thereof the Landlord shall maintain with respect to the Premises, insurance coverage insuring against, loss or damage by fire, lightning, storm and other perils that may

cause damage to the premises or the property of the Landlord in which the Premises are located. The Landlord will also carry liability insurance for bodily injury or death, or property damage sustained by third parties up to such limits as the Landlord in his sole discretion deems advisable.

The Tenant covenants to keep the Landlord indemnified against all claims and demands whatsoever by any person, whether in respect of damage to person or property, arising out of or occasioned by the use or occupancy of the Premises. The Tenant shall carry insurance in his own name to provide coverage with respect to the risk of business interruption to an extent sufficient to allow the Tenant to meet his ongoing obligations to the Landlord and to protect the Tenant against loss of revenues. The Tenant shall carry insurance in his own name insuring against the risk of damage to the Tenant's property within the Premises caused by fire or other perils and the policy shall provide for coverage on a replacement cost basis to protect the Tenant's equipment, decorations and improvements. Proof of insurance must be remitted to Carefor on an annual basis.

Damage

If the Premises or the building in which the Premises are located, are damaged or destroyed, in whole or in part, by fire or other peril, then the following provisions shall apply:

- a. If the damage or destruction renders the Premises unfit for occupancy and impossible to repair or rebuild using reasonable diligence within 180 clear days from the happening of such damage or destruction, then the Term hereby granted shall cease from the date the damage or destruction occurred, and the Tenant shall immediately surrender the remainder of the Term and give possession of the Premises to the Landlord, and the Rent from the time of the surrender shall abate;
- b. If the Premises can with reasonable diligence be repaired and rendered fit for occupancy within 180 days from the happening of the damage or destruction, but the damage rendered the Premises wholly unfit for occupancy, then the rent hereby reserved shall not accrue after the day that such damage occurred, or while the process of repair is going on, and the Landlord shall repair the Premises with all reasonable speed, and the Tenant's obligation to pay Rent shall resume immediately after the necessary repairs have been completed.
- c. If the leased Premises can be repaired within 180 days as aforesaid, but the damage is such that the leased Premises are capable of being partially used, then until such damage has been repaired, the Tenant shall continue in possession and the Rent shall abate proportionately.

Any question as to the degree of damage or destruction of the period of time required to repair or rebuild shall be determined by an architect retained by the Landlord.

Apart from the provisions as set out in a, b, and c, there shall be no abatement from or reduction of the Rent payable by the Tenant, nor shall

the Tenant be entitled to claim against the Landlord for any damages, general or special, caused by fire, water, sprinkler systems, partial or temporary failure or stoppage of services or utilities which the Landlord is obliged to provide according to this Lease, from any cause whatsoever.

Signage:

All signage both exterior and interior must conform with the existing policies of The Landlord, cannot be erected or installed without the expressed written consent of The Landlord and all costs of said signage will be assumed by The Tenant.

Signatures:

Agreed this _____ day of _____, 2023.

Witness

Renfrew County Virtual Assessment Centre (RCVTAC)
Per:
I have the authority to bind the Corporation

Witness

Carefor Health & Community Services
Per: Sharon Maye, Director of Operations
I have the authority to bind the Corporation

1984 RENOVATION

1984 ADDITION

1980 ADDITION

LO-N

Rooms and areas labeled include: ADMITTING, LOBBY, WAITING, RESUSCITATION, EXAM., DOCTORS, OBSERVATION, MINOR TREATMENT, CLASSROOM, DINING, 1980 A, 1980 B, 1980 C, 1980 D, 1980 E, 1980 F, 1980 G, 1980 H, 1980 I, 1980 J, 1980 K, 1980 L, 1980 M, 1980 N, 1980 O, 1980 P, 1980 Q, 1980 R, 1980 S, 1980 T, 1980 U, 1980 V, 1980 W, 1980 X, 1980 Y, 1980 Z, 1980 AA, 1980 AB, 1980 AC, 1980 AD, 1980 AE, 1980 AF, 1980 AG, 1980 AH, 1980 AI, 1980 AJ, 1980 AK, 1980 AL, 1980 AM, 1980 AN, 1980 AO, 1980 AP, 1980 AQ, 1980 AR, 1980 AS, 1980 AT, 1980 AU, 1980 AV, 1980 AW, 1980 AX, 1980 AY, 1980 AZ, 1980 BA, 1980 BB, 1980 BC, 1980 BD, 1980 BE, 1980 BF, 1980 BG, 1980 BH, 1980 BI, 1980 BJ, 1980 BK, 1980 BL, 1980 BM, 1980 BN, 1980 BO, 1980 BP, 1980 BQ, 1980 BR, 1980 BS, 1980 BT, 1980 BU, 1980 BV, 1980 BW, 1980 BX, 1980 BY, 1980 BZ, 1980 CA, 1980 CB, 1980 CC, 1980 CD, 1980 CE, 1980 CF, 1980 CG, 1980 CH, 1980 CI, 1980 CJ, 1980 CK, 1980 CL, 1980 CM, 1980 CN, 1980 CO, 1980 CP, 1980 CQ, 1980 CR, 1980 CS, 1980 CT, 1980 CU, 1980 CV, 1980 CW, 1980 CX, 1980 CY, 1980 CZ, 1980 DA, 1980 DB, 1980 DC, 1980 DD, 1980 DE, 1980 DF, 1980 DG, 1980 DH, 1980 DI, 1980 DJ, 1980 DK, 1980 DL, 1980 DM, 1980 DN, 1980 DO, 1980 DP, 1980 DQ, 1980 DR, 1980 DS, 1980 DT, 1980 DU, 1980 DV, 1980 DW, 1980 DX, 1980 DY, 1980 DZ, 1980 EA, 1980 EB, 1980 EC, 1980 ED, 1980 EE, 1980 EF, 1980 EG, 1980 EH, 1980 EI, 1980 EJ, 1980 EK, 1980 EL, 1980 EM, 1980 EN, 1980 EO, 1980 EP, 1980 EQ, 1980 ER, 1980 ES, 1980 ET, 1980 EU, 1980 EV, 1980 EW, 1980 EX, 1980 EY, 1980 EZ, 1980 FA, 1980 FB, 1980 FC, 1980 FD, 1980 FE, 1980 FF, 1980 FG, 1980 FH, 1980 FI, 1980 FJ, 1980 FK, 1980 FL, 1980 FM, 1980 FN, 1980 FO, 1980 FP, 1980 FQ, 1980 FR, 1980 FS, 1980 FT, 1980 FU, 1980 FV, 1980 FW, 1980 FX, 1980 FY, 1980 FZ, 1980 GA, 1980 GB, 1980 GC, 1980 GD, 1980 GE, 1980 GF, 1980 GG, 1980 GH, 1980 GI, 1980 GJ, 1980 GK, 1980 GL, 1980 GM, 1980 GN, 1980 GO, 1980 GP, 1980 GQ, 1980 GR, 1980 GS, 1980 GT, 1980 GU, 1980 GV, 1980 GW, 1980 GX, 1980 GY, 1980 GZ, 1980 HA, 1980 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PP, 1980 PQ, 1980 PR, 1980 PS, 1980 PT, 1980 PU, 1980 PV, 1980 PW, 1980 PX, 1980 PY, 1980 PZ, 1980 QA, 1980 QB, 1980 QC, 1980 QD, 1980 QE, 1980 QF, 1980 QG, 1980 QH, 1980 QI, 1980 QJ, 1980 QK, 1980 QL, 1980 QM, 1980 QN, 1980 QO, 1980 QP, 1980 QQ, 1980 QR, 1980 QS, 1980 QT, 1980 QU, 1980 QV, 1980 QW, 1980 QX, 1980 QY, 1980 QZ, 1980 RA, 1980 RB, 1980 RC, 1980 RD, 1980 RE, 1980 RF, 1980 RG, 1980 RH, 1980 RI, 1980 RJ, 1980 RK, 1980 RL, 1980 RM, 1980 RN, 1980 RO, 1980 RP, 1980 RQ, 1980 RR, 1980 RS, 1980 RT, 1980 RU, 1980 RV, 1980 RW, 1980 RX, 1980 RY, 1980 RZ, 1980 SA, 1980 SB, 1980 SC, 1980 SD, 1980 SE, 1980 SF, 1980 SG, 1980 SH, 1980 SI, 1980 SJ, 1980 SK, 1980 SL, 1980 SM, 1980 SN, 1980 SO, 1980 SP, 1980 SQ, 1980 SR, 1980 SS, 1980 ST, 1980 SU, 1980 SV, 1980 SW, 1980 SX, 1980 SY, 1980 SZ, 1980 TA, 1980 TB, 1980 TC, 1980 TD, 1980 TE, 1980 TF, 1980 TG, 1980 TH, 1980 TI, 1980 TJ, 1980 TK, 1980 TL, 1980 TM, 1980 TN, 1980 TO, 1980 TP, 1980 TQ, 1980 TR, 1980 TS, 1980 TT, 1980 TU, 1980 TV, 1980 TW, 1980 TX, 1980 TY, 1980 TZ, 1980 UA, 1980 UB, 1980 UC, 198

4

ROOM	Square Footage
G-227 (small office)	108
G-227	337
G-234	240
G-236	230
G-240 (incl kitchenette/closet)	226
G-241 (toilet and hallway)	56
G-243	163
<i>TOTAL SQUARE FOOTAGE</i>	<i>1360</i>



January 20, 2023

Brian Leahey
County of Renfrew
Pembroke, ON

Re: Renfrew County Virtual Triage Assessment Center (RCVTAC) Lease Agreement

Location: 425 Cecelia Street, Pembroke, ON K8A 1S7

Dear Mr. Leahey

Carefor Health and Community Services is hereby agreeing to enter a lease agreement with the following terms:

The lease for the premises comprised of approximately 1360 square feet, will commence on February 1, 2023, for a 2-month term. The rent shall be computed at the rate of **\$19.31** per square foot totaling \$2188.47 per month for February and March 2023 to be payable on or before the 1st day of each month.

RCVTAC is responsible for all renovation costs and has the option to use an external contractor. Any renovations cannot proceed without collaboration with the Building Services Manager and approval of the Landlord. Any renovation cost incurred by Carefor on behalf of the Tenant is considered an additional payment and due upon receipt of invoice.

RCVTAC shall have the option to renew, exercisable by written notice, prior to the end of term.

Other lease conditions, including premise floorplan and summary, are outlined in the attached document.

Regards,

Sharon Maye RN, BN, MHS
Director, Operations



Agreed this _____ day of _____, 2023.

Witness

Renfrew County Virtual Assessment Centre (RCVTAC)

Per:

I have the authority to bind the Corporation

425 Cecelia St., Pembroke, ON K8A 1S7

T: 613-732-9993 • F: 613-732-2415

infopembroke@carefor.ca •

700 Mackay St., Pembroke, ON K8A 1G6

T: 613.732.3949 • F: 613-732-7114

www.carefor.ca

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

Appendix ES-V

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged</u> <u>Service</u> <u>Variance %</u>	<u>2.5% target</u> <u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	0	94,950	0	94,950	94,443	507	0.5%	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0
HEALTH UNIT	0	1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	0	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0	0	0	0			126,021	0	0
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	2.5%	89,269	93,997	99,869
Health Committee	0	13,704,109	(2,152,497)	15,856,606	13,376,273	2,480,333	18.5%	2.5%	15,778,104	12,459,017	12,260,625

COUNTY OF RENFREW 2023											
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>BUDGET</u>		<u>Unchanged</u>	<u>2.5% target</u>				
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>2023 Budget -</u>	<u>GENERAL REVENUE FUND</u>	<u>Service</u>	<u>2.5% target</u>		<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
			<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>			
<u>BONNECHERE MANOR</u>	<u>0</u>	<u>1,512,178</u>	<u>(162,311)</u>	<u>1,674,489</u>	<u>1,475,296</u>	<u>199,193</u>	<u>13.5%</u>	<u>2.5%</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>1,418,419</u>
Total Municipal Cost		2,256,983	(242,255)	2,499,238	2,201,935	297,303	13.5%	2.5%	2,148,229	2,095,833	2,044,715
Recoveries - City of Pembroke		(744,805)	79,944	(824,749)	(726,639)	(98,110)	13.5%	2.5%	(658,002)	(641,953)	(626,296)
<u>MIRAMICHI LODGE</u>	<u>0</u>	<u>1,265,827</u>	<u>(64,467)</u>	<u>1,330,294</u>	<u>1,234,953</u>	<u>95,341</u>	<u>7.7%</u>	<u>2.5%</u>	<u>1,247,451</u>	<u>1,217,026</u>	<u>1,153,502</u>
Total Municipal Cost		1,889,293	(96,220)	1,985,513	1,843,213	142,300	7.7%	2.5%	1,798,257	1,754,398	1,662,826
Recoveries - City of Pembroke		(623,467)	31,753	(655,219)	(608,260)	(46,959)	7.7%	2.5%	(550,806)	(537,372)	(509,324)
<u>OTHER LONG TERM CARE</u>	<u>0</u>	<u>94,950</u>	<u>0</u>	<u>94,950</u>	<u>94,443</u>	<u>507</u>	<u>0.5%</u>	<u>0.5%</u>	<u>39,258</u>	<u>98,052</u>	<u>97,783</u>
North Renfrew Long Term Care		140,959		140,959	140,959	0	0.0%	0.0%	56,593	141,346	140,959
Recoveries - City of Pembroke		(46,009)		(46,009)	(46,516)	507	-1.1%	-1.1%	(17,335)	(43,294)	(43,176)
<u>HEALTH SERVICES</u>	<u>0</u>	<u>1,767,955</u>	<u>(750,555)</u>	<u>2,518,510</u>	<u>1,733,289</u>	<u>785,221</u>	<u>45.3%</u>	<u>2.0%</u>	<u>1,733,289</u>	<u>1,598,003</u>	<u>1,452,730</u>
Renfrew County & District Health Unit		1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
<u>OTTAWA VALLEY HEALTH TEAM</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>		<u>0</u>	<u>0</u>	<u>0</u>
Salaries and Benefits		357,172		357,172	0	357,172			0		
Purchases		617,828		617,828	0	617,828			2,518		
Recoveries - Provincial		(975,000)		(975,000)	0	(975,000)			(2,518)		

COUNTY OF RENFREW 2023

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>BUDGET GENERAL REVENUE FUND</u>		<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
					<u>2022 Budget</u>	<u>Variance \$</u>					
PARAMEDIC SERVICE	0	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Admin - Admin Charge		192,891		192,891	196,650	(3,759)	-1.9%	-1.9%	198,403	117,260	105,720
Admin - Medications		125,000		125,000	67,958	57,042	83.9%	83.9%	129,266	147,723	76,533
Admin - Communication & Computing		275,000		275,000	250,606	24,394	9.7%	9.7%	276,040	252,629	199,492
Admin - Conferences & Conventions		5,500		5,500	4,500	1,000	22.2%	22.2%	153	227	1,472
Admin - Employee Benefits		569,529		569,529	514,523	55,006	10.7%	10.7%	423,490	312,658	218,427
Admin - HR Charge		258,308		258,308	243,664	14,644	6.0%	6.0%	207,283	157,501	153,785
Admin - IT Charge		50,459		50,459	48,686	1,773	3.6%	3.6%	49,299	48,360	47,435
Admin - Internal Lease		113,300		113,300	110,000	3,300	3.0%	3.0%	65,223	21,000	0
Admin - Legal		20,000		20,000	40,000	(20,000)	-50.0%	-50.0%	101,480	13,227	26,032
Admin - Office Expenses		50,000		50,000	40,775	9,225	22.6%	22.6%	83,195	62,335	44,316
Admin - Professional Development		36,000	(9,000)	45,000	45,000	0	0.0%	-20.0%	40,414	31,553	41,862
Admin - Purchased Service		140,000		140,000	137,190	2,810	2.0%	2.0%	147,548	110,004	34,094
Admin - Salaries		2,069,671		2,069,671	1,844,746	224,925	12.2%	12.2%	1,712,275	1,435,611	940,999
Admin - Special Projects		0		0	0	0			13,295	31,093	30,200
Admin - Travel		50,000		50,000	40,000	10,000	25.0%	25.0%	11,771	26,982	44,535
Admin - Spec Proj - PTSD Prevention & Fatigue Risk		50,000		50,000	0	50,000			541,341	463,580	870
Capital - Under Threshold		0			0	0			0	0	0
Depreciation		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,142,669	972,482
Paramedic - Base Station Costs-Internal		431,045		431,045	416,450	14,595	3.5%	3.5%	405,063	397,671	390,494
Paramedic - Base Station Costs-External		78,000		78,000	78,471	(471)	-0.6%	-0.6%	77,686	50,421	41,907
Paramedic - Base Station Costs - Expenses		64,000		64,000	74,000	(10,000)	-13.5%	-13.5%	59,913	51,229	65,114
Paramedic - Benefits		3,952,045	(164,036)	4,116,081	2,941,792	1,174,289	39.9%	34.3%	5,253,307	3,672,452	3,258,808
Paramedic - Insurance		194,213		194,213	170,529	23,684	13.9%	13.9%	159,099	135,360	121,985
Paramedic - Insurance Claims Costs		10,000		10,000	10,000	0	0.0%	0.0%	10,052	4,514	24,217
Paramedic - Leased Equipment		12,000		12,000	11,869	131	1.1%	1.1%	11,869	11,869	126,858
Paramedic - Uniform/Laundry		150,000		150,000	145,000	5,000	3.4%	3.4%	176,948	163,999	136,540
Paramedic - Salaries		9,624,744	(370,285)	9,995,029	9,858,725	136,304	1.4%	-2.4%	10,148,115	12,078,878	10,285,073
Paramedic - LHIN		0			0	0			0	0	0
Paramedic - COVID		0			0	0			432,864	911,050	
Paramedic - Small Equipment & Supplies		390,000		390,000	386,540	3,460	0.9%	0.9%	510,580	347,339	327,635
Paramedic - Vehicle Operation & Maintenance		700,000		700,000	504,186	195,814	38.8%	38.8%	608,882	557,129	493,238
Paramedic - PW Salary Allocations		103,112		103,112	92,876	10,236	11.0%	11.0%	91,098	88,689	86,985
Federal Revenue - DND / Indigenous		0		0	0	0			(40,831)	(203,905)	(247,997)
Federal Revenue - PTSI Prevention & Fatigue		(50,000)		(50,000)	0	(50,000)			(541,341)	(474,080)	(1,570)
Provincial Revenue - LHIN		0		0	0	0			0	0	0
Provincial Subsidy - Operating		(9,647,743)		(9,647,743)	(9,312,565)	(335,178)	3.6%	3.6%	(9,050,983)	(8,636,818)	(8,531,221)
Provincial Subsidy - One Time		0		0	0	0			(610,775)	(3,340,347)	0
Recovery - County		(29,219)		(29,219)	(28,646)	(573)	2.0%	2.0%	(28,153)	(27,738)	(27,193)
Recovery - Cross Border		20,000		20,000	20,000	0	0.0%	0.0%	18,742	0	0
Recovery - Donations		(3,000)		(3,000)	(2,000)	(1,000)	50.0%	50.0%	(16,034)	(18,700)	(7,453)
Recovery - Interest		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%	(32,816)	(39,317)	(73,480)
Recovery - Other Agency		0		0	0	0			0	(1,564,922)	(45,619)
Recovery - Insurance Proceeds		0		0	0	0			0	(7,750)	0
Revenue - Other		(125,000)		(125,000)	(125,000)	0	0.0%	0.0%	(109,944)	(123,408)	(217,773)
Surplus Adjustment - Trf To Reserves		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,881,553	972,482
Surplus Adjustment - Capital		2,445,000		2,445,000	1,915,000	530,000	27.7%	27.7%	1,044,691	570,383	1,013,155
Surplus Adjustment - Depreciation		(1,200,000)		(1,200,000)	(1,121,000)	(79,000)	7.0%	7.0%	(1,106,381)	(1,142,669)	(972,482)
Surplus Adjustment - Trf From Reserves-wsib		(621,547)	(621,547)	0	0	0					
Surplus Adjustment - Trf From Reserves		(2,445,000)		(2,445,000)	(1,915,000)	(530,000)	27.7%	27.7%	(1,044,691)	(570,383)	(965,000)
Municipal Contribution - City of Pembroke-wsib		(81,796)	(81,796)	0	0	0					
Municipal Contribution - City of Pembroke		(1,452,845)	71,501	(1,524,346)	(1,244,386)	(279,960)	22.5%	16.8%	(1,587,609)	(1,148,852)	(1,154,635)

COUNTY OF RENFREW 2023											
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>BUDGET</u>		<u>Unchanged</u>					
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>2023 Budget -</u>	<u>GENERAL REVENUE FUND</u>	<u>Service</u>	<u>2.5% target</u>				
			<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>Paramedic - Other</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>--</u>		<u>126,021</u>	<u>0</u>	<u>0</u>
Paramedic - Comm Paramedic LTC - Sal/Ben		1,515,276		1,515,276	1,600,000	(84,724)	-5.3%	-5.3%	2,232,170		
Paramedic - Comm Paramedic LTC - monitoring		120,000		120,000		120,000					
Paramedic - Comm Paramedic LTC - vehicle costs		400,000		400,000	400,000	0	0.0%	0.0%			
Paramedic - Comm Paramedic LTC - Expenses		329,724		329,724		329,724			462,230		
Surplus Adjustment - Capital		0				0			(25,919)		
Surplus Adjustment - Depreciation		0				0			308,668		
Provincial Revenue - Comm Paramedic - LTC		(2,000,000)		(2,000,000)	(2,000,000)	0	0.0%	0.0%	(2,851,127)		
Paramedic - Vaccine Sal/Ben		370,000		370,000	370,000	0	0.0%	0.0%	564,831		
Paramedic - Vaccine Expenses		20,000		20,000	20,000	0	0.0%	0.0%	16,681		
Paramedic - Vaccine Prov Revenue		(390,000)		(390,000)	(390,000)	0	0.0%	0.0%	(581,513)		
Paramedic - VTAC - Sal/Ben		1,062,082		1,062,082	621,552	440,530	70.9%	70.9%	1,371,692		
Paramedic - VTAC - Expenses		137,918		137,918	578,448	(440,530)	-76.2%	-76.2%	88,173		
Provincial Revenue - VTAC		(1,200,000)		(1,200,000)	(1,200,000)	0	0.0%	0.0%	(268,791)		
Recovery - VTAC Other Agency		0							(1,191,074)		
Paramedic - VTAC Admin - Sal/Ben		745,000		745,000	745,000	0	0.0%	0.0%	236,848		
Paramedic - VTAC Admin - Expenses		20,000		20,000					16,157		
Provincial Revenue - VTAC Admin		(765,000)		(765,000)	(745,000)	(20,000)	2.7%	2.7%	(253,005)		
Paramedic - Community Paramedic-Sal/Ben		0			365,000	(365,000)	-100.0%	-100.0%	381,708	285,178	300,222
Provincial Revenue - Comm Paramedic/HISH		(365,000)		(365,000)	(365,000)	0	0.0%	0.0%	(381,708)	(285,178)	(300,222)
<u>EMERGENCY MANAGEMENT</u>	<u>0</u>	<u>179,532</u>	<u>0</u>	<u>179,532</u>	<u>175,153</u>	<u>4,379</u>	<u>2.5%</u>	<u>2.5%</u>	<u>89,269</u>	<u>93,997</u>	<u>99,869</u>
911		60,000		60,000	60,000	0	0.0%	0.0%	49,654	49,654	51,725
Admin Charge (Paramedic Service)		29,219		29,219	28,646	573	2.0%	2.0%	28,153	27,739	27,193
Internal Charge - GIS Flood Mapping		15,000	15,000	0	0	0		0.0%	0	0	0
Emergency Management		33,000		33,000	33,000	0	0.0%	0.0%	17,917	21,857	73,604
Fire Services Charges		100,000		100,000	100,000	0	0.0%	0.0%	107,438	100,332	107,611
Purchased Service		47,313	(15,000)	62,313	58,507	3,806	6.5%	-19.1%	0	0	0
Recoveries - Other		(105,000)		(105,000)	(105,000)	0	0.0%	0.0%	(113,893)	(105,585)	(160,264)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged</u> <u>Service</u> <u>Variance %</u>	<u>2.5% target</u> <u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>		<u>1,013,827</u>	<u>(19,492)</u>	<u>1,033,319</u>	<u>1,121,944</u>	<u>(88,625)</u>	<u>-7.9%</u>	<u>-9.6%</u>	<u>801,322</u>	<u>895,447</u>	<u>804,183</u>
Salaries		800,334		800,334	865,872	(65,538)	-7.6%	-7.6%	585,505	711,227	623,412
Employee Benefits		170,742		170,742	166,638	4,104	2.5%	2.5%	153,184	139,528	121,514
Salary Allocations		34,191		34,191	63,520	(29,329)	-46.2%	-46.2%	25,873	34,447	38,190
Computers - Operation/Maint		7,440		7,440	5,302	2,138	40.3%	40.3%	1,234	883	4,518
Depreciation		2,400		2,400	1,623	777	47.9%	47.9%	1,793	776	774
Equipment - Replacements		0	(4,000)	4,000	4,000	0	0.0%	-100.0%	1,138	703	1,073
Equipment Operation/Maint.		670		670	670	0	0.0%	0.0%	113	390	137
Hobby Crafts		0	(500)	500	500	0	0.0%	-100.0%	26	355	613
New Horizons		0		0		0					0
New Horizons - Federal Subsidy		0		0		0					0
Office Supplies		0		0		0			181	(355)	0
Other - Cable TV		0		0		0					2,358
Purchased Services		5,400		5,400	5,400	0	0.0%	0.0%	23,074	4,685	5,006
Recoveries - Other		(9,950)		(9,950)	(9,950)	0	0.0%	0.0%	(3,738)	(4,790)	(9,187)
Recreation & Entertainment		5,000	(3,912)	8,912	8,912	0	0.0%	-43.9%	6,041	6,841	7,542
Special Events		0	(11,080)	11,080	11,080	0	0.0%	-100.0%	8,487	1,533	9,007
Staff Education		0		0	0	0			204	0	0
Surplus Adjustment - Depreciation		(2,400)		(2,400)	(1,623)	(777)	47.9%	47.9%	(1,793)	(776)	(774)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NURSING SERVICES</u>	<u>11,991,180</u>	<u>0</u>	<u>11,991,180</u>	<u>10,123,703</u>	<u>1,867,477</u>	<u>18.4%</u>	<u>18.4%</u>	<u>9,377,160</u>	<u>8,992,391</u>	<u>8,096,407</u>
Salaries - Direct Care	9,007,952		9,007,952	7,700,279	1,307,673	17.0%	17.0%	6,438,926	6,781,917	6,154,828
Employee Benefits - Direct Care	1,876,223		1,876,223	1,361,793	514,430	37.8%	37.8%	1,767,094	1,278,880	1,143,895
Salaries - Nursing Administration	520,441		520,441	511,021	9,420	1.8%	1.8%	508,429	468,834	436,292
Employee Benefits - Nursing Administration	137,923		137,923	133,779	4,144	3.1%	3.1%	152,530	117,852	111,162
Salary Allocation	0			0	0				0	0
Computers - Operation/Maint	33,704		33,704	29,295	4,409	15.1%	15.1%	19,907	22,159	26,636
COVID	0		0	0	0			158,278	146,581	
Depreciation	41,400		41,400	39,500	1,900	4.8%	4.8%	40,569	44,763	41,931
Equipment Operation/Maint.	6,388		6,388	4,388	2,000	45.6%	45.6%	2,538	1,091	1,611
Equipment Replacement	7,700		7,700	11,600	(3,900)	-33.6%	-33.6%	1,632	2,220	13,240
Furniture Replacements	0			0	0				0	0
High Intensity Needs - Claims Based	80,000		80,000	40,000	40,000	100.0%	100.0%	54,972	54,327	38,803
High Intensity Needs -Non Claims Based	43,362		43,362	42,822	540	1.3%	1.3%	22,743	39,491	29,650
High Intensity Needs - Prov Subsidy 95%	(76,000)		(76,000)	(38,000)	(38,000)	100.0%	100.0%	(52,224)	(51,611)	(36,863)
Incontinent Products (@\$1.20)	112,500		112,500	90,000	22,500	25.0%	25.0%	104,704	100,151	100,569
IPAC Minor Capital	0		0		0			24,667		
IPAC Expenses	0		0		0			115,314		
Clinical Decision Support	0		0		0			4,551		
Fall Prevention	18,000		18,000	18,000	0	0.0%	0.0%	11,923	8,823	10,137
Fall Prevention - Subsidy	(18,000)		(18,000)	(18,000)	0	0.0%	0.0%	(11,923)	(8,823)	(10,137)
Lab Fees	8,000		8,000	8,000	0	0.0%	0.0%	8,120	6,825	7,445
Lab Fees - Prov Subsidy	(8,000)		(8,000)	(8,000)	0	0.0%	0.0%	(8,120)	(6,825)	(7,445)
Medical Director (@\$0.30)	19,710		19,710	19,710	0	0.0%	0.0%	19,710	19,764	19,710
Medical Nursing Supplies	92,143		92,143	96,493	(4,350)	-4.5%	-4.5%	66,751	80,909	85,470
Memberships	0		0	0	0			0	0	0
Misc	1,600		1,600	1,600	0	0.0%	0.0%	148	1,339	2,947
Phys On Call - Expenses	19,044		19,044	17,100	1,944	11.4%	11.4%	18,638	18,000	18,000
Phys On Call - Prov Subsidy	(19,044)		(19,044)	(17,100)	(1,944)	11.4%	11.4%	(18,638)	(18,000)	(17,859)
Purchased Services	2,400		2,400	4,000	(1,600)	-40.0%	-40.0%	2,008	0	0
Purchased Services - Nurse Practitioner	0		0	24,494	(24,494)	-100.0%	-100.0%	18,781	0	15,526
RAI / MDS Expenses	95,922		95,922	90,429	5,493	6.1%	6.1%	94,321	95,280	92,549
RAI/MDS - Prov Subsidy	0		0	0	0			(93,948)	(94,205)	(86,864)
Nurse Practitioner (Salary & overhead)	152,056		152,056							
Recovery - PROV - Nurse Practioner	(122,844)		(122,844)	0	(122,844)					
Recoveries	0		0	0	0			(54,672)	(72,588)	(52,895)
Surplus Adjustment - Depreciation	(41,400)		(41,400)	(39,500)	(1,900)	4.8%	4.8%	(40,569)	(44,763)	(41,931)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

		<u>2023 Budget -</u>	<u>2.5% target</u>	<u>2023 Budget -</u>			<u>Unchanged</u>				
	<u>Budget</u>	<u>2023 Budget -</u>		<u>2023 Budget -</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Service</u>	<u>2.5% target</u>			
	<u>Enhancement</u>	<u>2.5%</u>	<u>pressure</u>	<u>Baseline</u>			<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>FOOD SERVICES</u>	<u>0</u>	<u>2,368,451</u>	<u>(8,900)</u>	<u>2,377,351</u>	<u>2,141,458</u>	<u>235,893</u>	<u>11.0%</u>	<u>10.6%</u>	<u>2,361,596</u>	<u>2,186,103</u>	<u>1,997,258</u>
Salaries	(2,000)	1,309,909		1,309,909	1,255,742	54,167	4.3%	4.3%	1,250,231	1,291,225	1,167,289
Employee Benefits	2,000	327,919		327,919	274,862	53,057	19.3%	19.3%	383,879	265,578	238,685
Salary Allocations		(34,191)		(34,191)	(63,520)	29,329	-46.2%	-46.2%	(61,776)	(65,963)	(68,107)
Depreciation		15,360		15,360	14,000	1,360	9.7%	9.7%	15,181	12,889	12,210
COVID		0		0	0	0			75,285	15,546	
Dietary Supplies		74,967		74,967	66,250	8,717	13.2%	13.2%	45,932	59,720	55,725
Equipment - Operation/Maint.		6,880		6,880	6,880	0	0.0%	0.0%	6,841	6,500	4,895
Computers - Operation/Maint		3,000		3,000	2,160	840	38.9%	38.9%	1,968	1,954	1,954
Equipment - Replacements		0	(4,000)	4,000	4,500	(500)	-11.1%	-100.0%	4,357	0	1,463
Other Expenses		1,350	(400)	1,750	1,750	0	0.0%	-22.9%	1,116	2,255	1,188
Professional Development		0		0	0	0				809	0
Purchased Services		600		600	600	0	0.0%	0.0%	520	453	778
Surplus Adjustment - Depreciation		(15,360)		(15,360)	(14,000)	(1,360)	9.7%	9.7%	(15,181)	(12,889)	(12,210)
Raw Food Costs		750,250		750,250	648,703	101,547	15.7%	15.7%	691,602	634,849	641,938
Raw Food Recoveries		(27,550)		(27,550)	(21,925)	(5,625)	25.7%	25.7%	(3,848)	(5,752)	(21,071)
Recoveries - Charge to ML - Supervisor		(19,909)		(19,909)	(20,174)	265	-1.3%	-1.3%	(38,254)	(21,444)	(13,028)
Recoveries		(27,407)		(27,407)	(21,503)	(5,904)	27.5%	27.5%		(10,061)	(18,631)
Replacement - Dishes / Cutlery		5,133	(4,500)	9,633	9,633	0	0.0%	-46.7%	5,711	4,654	4,756
Vending - Net		(2,500)		(2,500)	(2,500)	0	0.0%	0.0%	(1,968)	5,780	(576)
<u>HOUSEKEEPING SERVICES</u>		<u>977,754</u>	<u>(9,000)</u>	<u>986,754</u>	<u>955,771</u>	<u>30,983</u>	<u>3.2%</u>	<u>2.3%</u>	<u>1,039,836</u>	<u>1,021,685</u>	<u>879,574</u>
Salaries		745,563		745,563	730,944	14,619	2.0%	2.0%	746,753	798,120	669,120
Employee Benefits		163,260		163,260	147,379	15,881	10.8%	10.8%	223,938	157,039	144,350
Salary Allocations		(9,339)		(9,339)	(9,012)	(327)	3.6%	3.6%		0	0
Depreciation		2,220		2,220	2,223	(3)	-0.1%	-0.1%	2,217	2,223	2,217
COVID		0		0	0	0			1,322	4,216	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,032	4,851	2,056
Equipment - Replacements		2,100		2,100	2,100	0	0.0%	0.0%	2,339	470	2,171
Housekeeping Supplies		73,670	(9,000)	82,670	81,860	810	1.0%	-10.0%	67,551	66,585	72,734
Surplus Adjustment - Depreciation		(2,220)		(2,220)	(2,223)	3	-0.1%	-0.1%	(2,217)	(2,223)	(2,217)
Recoveries		0			0	0			(3,099)	(9,596)	(10,857)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>440,198</u>	<u>(8,000)</u>	<u>448,198</u>	<u>428,314</u>	<u>19,884</u>	<u>4.6%</u>	<u>2.8%</u>	<u>435,161</u>	<u>435,148</u>	<u>447,681</u>
Salaries	309,300		309,300	303,235	6,065	2.0%	2.0%	290,778	319,557	331,453
Employee Benefits	85,280		85,280	73,712	11,568	15.7%	15.7%	95,844	73,059	76,244
Salary Allocations	(3,623)		(3,623)	(3,486)	(137)	3.9%	3.9%	0	0	0
Bedding Etc Replacements	12,860	(8,000)	20,860	19,114	1,746	9.1%	-32.7%	15,292	15,257	18,745
Depreciation	7,428		7,428	7,300	128	1.8%	1.8%	7,429	7,450	7,429
COVID	0		0	0	0			0	1,734	
Equipment Operation/Maint.	13,800		13,800	13,800	0	0.0%	0.0%	12,721	5,465	7,893
Equipment Replacements	0		0	0	0			0	65	0
Laundry Supplies	22,581		22,581	21,939	642	2.9%	2.9%	23,940	23,585	23,373
Recoveries	0		0	0	0			(3,414)	(3,574)	(10,027)
Surplus Adjustment - Depreciation	(7,428)		(7,428)	(7,300)	(128)	1.8%	1.8%	(7,429)	(7,450)	(7,429)
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,152,545</u>	<u>(55,400)</u>	<u>1,207,945</u>	<u>1,179,139</u>	<u>28,805</u>	<u>2.4%</u>	<u>-2.3%</u>	<u>1,164,613</u>	<u>1,217,526</u>	<u>1,069,728</u>
Salaries	347,206		347,206	338,021	9,185	2.7%	2.7%	322,927	327,820	295,481
Employee Benefits	91,297		91,297	87,892	3,405	3.9%	3.9%	106,050	82,538	73,579
Salary Allocations	(3,808)		(3,808)	(3,745)			1.7%	0	0	0
Depreciation	576,300		576,300	550,000	26,300	4.8%	4.8%	552,934	512,764	530,384
COVID	0		0	0	0			8,825	46,950	
Equipment - Operation/Maint.	0		0	0	0			0	(500)	600
Computers - Operation/Maint	2,900		2,900	2,900	0	0.0%	0.0%	1,796	0	1,629
Equipment - Replacements	32,600		32,600	37,600	(5,000)	-13.3%	-13.3%	19,764	63,122	32,329
IPAC Minor Capital	0		0	0	0			17,479		
Furniture - Replacements	20,064	(20,000)	40,064	40,064	0	0.0%	-49.9%	2,936	3,575	53,359
Hydro	189,625		189,625	185,000	4,625	2.5%	2.5%	193,716	209,076	184,355
Natural Gas	107,625		107,625	105,000	2,625	2.5%	2.5%	82,384	93,755	90,132
Insurance	76,625		76,625	62,652	13,972	22.3%	22.3%	61,424	54,774	54,278
Office Expenses	0		0	0	0			0	0	0
Purchased Services	186,450	(6,600)	193,050	191,933	1,117	0.6%	-2.9%	225,351	215,435	172,241
Special Project - Phone / Cable System	32,000		32,000	32,000	0	0.0%	0.0%	29,286	27,269	31,838
Recoveries - Residents (cable/phone)	(103,800)	(28,800)	(75,000)	(64,710)	(10,290)	15.9%	60.4%	(75,584)	(63,066)	(62,903)
Recoveries	(23,838)		(23,838)	(27,600)	3,762	-13.6%	-13.6%	(24,855)	(27,544)	(42,812)
Repairs & Maint -Bldgs & Grounds	67,760		67,760	65,460	2,300	3.5%	3.5%	58,452	56,367	65,255
Travel	0		0	0	0			291		
Surplus Adjustment - Depreciation	(576,300)		(576,300)	(550,000)	(26,300)	4.8%	4.8%	(552,934)	(512,764)	(530,384)
Water / Wastewater	129,839		129,839	126,672	3,167	2.5%	2.5%	134,371	127,955	120,367

**COUNTY OF RENFREW
2023 Budget
Bonnehchere Manor**

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged</u> <u>Service</u> <u>Variance %</u>	<u>2.5% target</u> <u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>		<u>1,146,480</u>	<u>(70,191)</u>	<u>1,216,671</u>	<u>1,319,642</u>	<u>(102,971)</u>	<u>-7.8%</u>	<u>-13.1%</u>	<u>1,472,508</u>	<u>1,118,252</u>	<u>1,087,142</u>
Salaries		468,565	(24,391)	492,956	502,077	(9,121)	-1.8%	-6.7%	736,976	566,548	499,266
Employee Benefits		143,473	(2,300)	145,773	147,625	(1,852)	-1.3%	-2.8%	227,947	152,147	135,533
Salary Allocation		(29,195)		(29,195)	(27,912)	(1,283)	4.6%	4.6%	(27,544)	(26,067)	(25,154)
Accreditation Fees		6,000		6,000	5,971	29	0.5%	0.5%	5,704	5,537	5,804
Admin Charges		123,305		123,305	128,528	(5,223)	-4.1%	-4.1%	123,300	117,969	110,148
Advertising/Awards Dinner		5,000	(25,000)	30,000	30,000	0	0.0%	-83.3%	33,629	18,852	20,512
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer / Internet		75,504		75,504	68,005	7,499	11.0%	11.0%	59,220	56,275	85,268
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,450	1,867	2,463
COVID		0		0	0	0			35,578	15,447	
Depreciation		15,600		15,600	14,000	1,600	11.4%	11.4%	13,780	16,353	17,672
Equipment - Operation/Maint.		11,886		11,886	8,549	3,337	39.0%	39.0%	10,073	13,765	10,102
Equipment - Replacements		0	(400)	400	400	0	0.0%	-100.0%	246	0	0
Gain / Loss from Disposal of Assets		0		0	0	0				0	13,360
Health & Safety Program		0	(1,100)	1,100	1,100	0	0.0%	-100.0%	702	717	1,312
HR Charges		107,451		107,451	101,767	5,684	5.6%	5.6%	110,503	109,942	107,349
Insurance		69,190		69,190	62,000	7,190	11.6%	11.6%	56,364	50,461	47,846
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		20,000		20,000	46,496	(26,496)	-57.0%	-57.0%	46,376	7,364	17,811
Memberships		17,885		17,885	17,885	0	0.0%	0.0%	14,961	14,256	13,368
Postage / Courier		5,374		5,374	5,374	0	0.0%	0.0%	5,108	4,734	4,574
Office Supplies		18,800		18,800	18,800	0	0.0%	0.0%	16,944	17,930	18,562
Purchased Services		42,716		42,716	40,857	1,859	4.6%	4.6%	566	1,823	1,208
Recoveries - Other		(82,641)		(82,641)	(31,898)	(50,743)	159.1%	159.1%	(112,949)	(137,037)	(115,209)
Staff Training		24,036	(10,000)	34,036	67,931	(33,895)	-49.9%	-64.6%	12,638	3,889	7,750
Surplus Adjustment - Depreciation		(15,600)		(15,600)	(14,000)	(1,600)	11.4%	11.4%	(13,780)	(16,353)	(17,672)
Telephone		16,650		16,650	15,300	1,350	8.8%	8.8%	14,163	14,414	13,990
Travel		2,000	(4,000)	6,000	10,000	(4,000)	-40.0%	-80.0%	7,410	13,766	18,642
Uniform Allowance		20,000		20,000	20,000	0	0.0%	0.0%	15,135	16,508	17,743
BONNECHERE MANOR TOTALS		19,090,435	(170,983)	19,261,418	17,269,971	1,991,447	11.5%	10.5%	16,652,196	15,866,552	14,381,973

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>		<u>49,024</u>	<u>0</u>	<u>49,024</u>	<u>49,024</u>	<u>0</u>	<u>0.0%</u>	<u>0.0%</u>	<u>49,024</u>	<u>169,062</u>	<u>172,791</u>
Loan Repayment - to General Fund		0							0	0	123,767
Surplus Adjustment - To Reserves		49,024		49,024	49,024	0	0.0%	0.0%	49,024	169,062	49,024
<u>CAPITAL</u>		<u>626,500</u>	<u>0</u>	<u>626,500</u>	<u>386,800</u>	<u>239,700</u>	<u>62.0%</u>	<u>62.0%</u>	<u>670,264</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - Capital		626,500		626,500	386,800	239,700	62.0%	62.0%	670,264	454,357	446,278
<u>TOTAL EXPENDITURE</u>		<u>19,765,959</u>	<u>(170,983)</u>	<u>19,936,942</u>	<u>17,705,795</u>	<u>2,231,147</u>	<u>12.6%</u>	<u>11.6%</u>	<u>17,371,484</u>	<u>16,489,971</u>	<u>15,001,042</u>

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>		<u>2,256,983</u>	<u>(242,255)</u>	<u>2,499,238</u>	<u>2,201,935</u>	<u>297,303</u>	<u>13.5%</u>	<u>2.5%</u>	<u>2,148,229</u>	<u>2,095,833</u>	<u>2,044,715</u>
City of Pembroke - 33%		744,805	(79,944)	824,749	726,639	98,110	13.5%	2.5%	658,002	641,953	626,296
County of Renfrew - 67%		1,512,179	(162,311)	1,674,490	1,475,296	199,194	13.5%	2.5%	1,490,227	1,453,880	1,418,419
 <u>RESIDENTS REVENUE</u>		<u>4,056,813</u>	<u>0</u>	<u>4,056,813</u>	<u>4,036,813</u>	<u>20,000</u>	<u>0.5%</u>	<u>0.5%</u>	<u>4,072,713</u>	<u>4,058,049</u>	<u>4,072,419</u>
Basic Accommodation		3,570,000		3,570,000	3,550,000	20,000	0.6%	0.6%	3,551,317	3,546,232	3,565,456
Bad Debts Expense		0		0	0	0			(3,232)	1	(5)
Preferred Accommodation		486,813		486,813	486,813	0	0.0%	0.0%	448,364	509,200	494,243
Preferred Accommodation HIN Claims		0		0	0	0			54,972		
Preferred Accommodation - Prov COVID Reimburse		0		0	0	0			21,292		
Respite Care		0		0	0	0			0	2,616	12,725
Estate Recoveries - Provincial		0		0	0	0			0	0	0
Estate Recoveries - Municipal		0		0	0	0			0	0	0
 <u>OTHER REVENUE</u>		<u>201,000</u>	<u>0</u>	<u>201,000</u>	<u>188,767</u>	<u>12,233</u>	<u>6.5%</u>	<u>6.5%</u>	<u>175,353</u>	<u>152,246</u>	<u>166,838</u>
Donations		0		0	0	0			7,595	0	0
Donations In Kind		0		0	0	0			0	0	0
Interest Income		75,000		75,000	45,000	30,000	66.7%	66.7%	49,944	38,544	61,372
Solar Panel FIT Revenue		126,000		126,000	143,767	(17,767)	-12.4%	-12.4%	117,814	113,702	105,466
Transfer from Other Funds		0		0	0	0			0	0	0
Other		0		0	0	0			0	0	0
 <u>PROVINCIAL SUBSIDY</u>		<u>12,553,391</u>	<u>0</u>	<u>12,553,391</u>	<u>10,891,480</u>	<u>1,661,911</u>	<u>15.3%</u>	<u>15.3%</u>	<u>10,731,399</u>	<u>10,834,209</u>	<u>8,921,638</u>
Operating Subsidy		9,427,491		9,427,491	9,293,031	134,460	1.4%	1.4%	9,417,447	9,101,409	8,921,638
Prov - One Time		0		0	0	0			1,367,750	1,732,800	
Federal ICIP		0		0	0	0			13,356		
Recovery - RPN Funding- MOH		0		0	0	0			0	0	0
Recovery - Basic Rev Advance		0		0	0	0			(67,154)		
Recovery - IPAC personnel		45,724		45,724	45,724	45,724					
Allied Health Professional Supplement		284,920		284,920	244,226	40,694	16.7%	16.7%	0	0	
Professional Growth Fund		24,036		24,036	57,931	(33,895)	-58.5%	-58.5%	0	0	
PSW Premium		611,614		611,614	0	0					
Nursing Staff Supplement		2,159,606		2,159,606	1,296,292	863,314	66.6%	66.6%	0	0	
 <u>SURPLUS ADJUSTMENT</u>		<u>697,772</u>	<u>71,272</u>	<u>626,500</u>	<u>386,800</u>	<u>239,700</u>	<u>62.0%</u>	<u>80.4%</u>	<u>386,607</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - From Reserves		697,772	71,272	626,500	386,800	239,700	62.0%	80.4%	386,607	454,357	446,278
 <u>GRAND TOTAL REVENUES</u>		<u>19,765,959</u>	<u>(170,983)</u>	<u>19,936,942</u>	<u>17,705,795</u>	<u>2,231,148</u>	<u>12.6%</u>	<u>11.6%</u>	<u>17,514,301</u>	<u>17,594,694</u>	<u>15,651,888</u>
 <u>Municipal Surplus / (Deficit)</u>		<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>-100.0%</u>	<u>-49.4%</u>	<u>142,817</u>	<u>1,104,723</u>	<u>650,846</u>

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
CLIENT PROGRAMS & SERVICES	874,247	(7,749)		881,996	981,208	(99,212)	-10.1%	-10.9%	801,355	831,338	743,846
Salaries	600,083			600,083	688,822	(88,739)	-12.9%	-12.9%	543,767	602,109	482,552
Employee Benefits	140,723			140,723	142,380	(1,657)	-1.2%	-1.2%	120,516	110,253	86,397
Salary Allocations	62,443			62,443	76,145	(13,702)	-18.0%	-18.0%	75,320	70,764	69,892
Computers Operation/Maint.	1,645			1,645	1,645	0	0.0%	0.0%	366	7,212	2,591
COVID	-			0	0	0			4,100	1,271	
Depreciation	3,792			3,792	3,792	0	0.0%	0.0%	3,782	3,792	2,139
Equipment - Replacements	3,075			3,075	3,075	0	0.0%	0.0%	621	1,477	2,297
Equipment Operation/Maint.	2,460			2,460	2,460	0	0.0%	0.0%	1,359	324	3,236
Hobby Crafts	5,125			5,125	5,125	0	0.0%	0.0%	4,335	3,541	3,418
Purchased Service - Physio	53,693			53,693	48,807	4,886	10.0%	10.0%	39,517	32,103	34,275
Purchased Service	-			0	0	0				0	43,936
Recoveries	-			0	0	0				(6,065)	0
Recreation & Entertainment	5,000	(5,507)		10,507	10,507	0	0.0%	-52.4%	9,762	7,875	11,815
Special Events	-	(2,242)		2,242	2,242	0	0.0%	-100.0%	1,692	474	3,437
Surplus Adjustment - Depreciation	(3,792)			(3,792)	(3,792)	0	0.0%	0.0%	(3,782)	(3,792)	(2,139)

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		<u>2023 Budget -</u>		<u>2023 Budget -</u>		<u>Unchanged</u>					
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2.5% target</u>	<u>2023 Budget -</u>		<u>Service</u>	<u>2.5% target</u>				
	<u>Enhancement</u>	<u>2.5%</u>	<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NURSING SERVICES</u>		<u>11,299,762</u>	<u>0</u>	<u>11,299,762</u>	<u>9,576,853</u>	<u>1,722,909</u>	<u>18.0%</u>	<u>18.0%</u>	<u>9,085,356</u>	<u>8,993,597</u>	<u>7,897,808</u>
Salaries - Direct Care		8,627,507		8,627,507	7,373,328	1,254,179	17.0%	17.0%	6,735,781	6,916,904	6,219,929
Employee Benefits - Direct Care		1,491,014		1,491,014	1,210,007	281,007	23.2%	23.2%	1,329,798	1,161,173	1,033,532
Salary Allocations		0		0	(17,765)	17,765	-100.0%	-100.0%	(17,765)	(14,368)	(14,368)
Salaries - Administration		450,186		450,186	446,627	3,559	0.8%	0.8%	410,027	426,180	386,419
Employee Benefits - Administration		134,543		134,543	128,678	5,865	4.6%	4.6%	122,725	114,457	104,029
Computers-Operation/Maint.		22,264		22,264	28,476	(6,212)	-21.8%	-21.8%	25,491	26,593	23,454
COVID		0		0	0	0			125,969	196,268	
Depreciation		41,000		41,000	41,000	0	0.0%	0.0%	40,395	40,804	34,098
Equipment - Replacements		7,000		7,000		7,000				0	0
Equipment-Operation/Maint.		3,940		3,940	3,940	0	0.0%	0.0%	5,562	3,076	5,116
High Intensity Needs Claims Based		30,000		30,000	30,000	0	0.0%	0.0%	27,040	56,235	31,649
High Intensity Needs -Non Claims Based (0.64)		39,383		39,383	39,384	(1)	0.0%	0.0%	29,598	22,030	16,795
High Intensity Needs - Prov Subsidy (95%)		(28,500)		(28,500)	(28,500)	0	0.0%	0.0%	(25,688)	(53,423)	(30,066)
Incontinent Products (@\$1.20)		100,985		100,985	100,985	0	0.0%	0.0%	101,695	93,096	93,974
IPAC		0		0		0			92,028		
Misc		1,500		1,500		1,500					
Fall Prevention Equip		16,600		16,600	16,600	0	0.0%	0.0%	20,106	16,517	13,241
Fall Prevention Prov Subsidy		(16,600)		(16,600)	(16,600)	0	0.0%	0.0%	(20,106)	(16,517)	(13,241)
Lab Fees		6,500		6,500	10,000	(3,500)	-35.0%	-35.0%	6,215	5,835	6,675
Lab Fees - Prov Subsidy		(6,500)		(6,500)	(10,000)	3,500	-35.0%	-35.0%	(6,215)	(5,835)	(6,675)
Medical Director (@\$0.30)		18,177		18,177	18,177	0	0.0%	0.0%	17,825	17,334	18,177
Medical Nursing Supplies		103,654		103,654	103,654	0	0.0%	0.0%	119,445	99,341	91,860
Medication Safety Technology		0		0		0			14,253		
Nurse Practitioner (Salary & overhead)		184,639		184,639	171,841	12,798	7.4%	7.4%	155,388	72,321	153,896
Nurse Practitioner - Prov Subsidy		(122,844)		(122,844)	(122,853)	9	0.0%	0.0%	(117,827)	(72,321)	(122,844)
Allied Health-IPAC RN		117,657		117,657	0	117,657					
IPAC personnel		0									
Recoveries - BM		0		0	(24,494)	24,494	-100.0%	-100.0%	(18,781)	0	(15,526)
Phys On Call - Expense (@\$100 per bed)		16,600		16,600	16,515	85	0.5%	0.5%	17,188	17,689	16,199
Phys On Call - Prov Subsidy		(16,600)		(16,600)	(16,515)	(85)	0.5%	0.5%	(17,188)	(16,199)	(16,199)
RAI-MDS - Expenses		117,657		117,657	114,368	3,289	2.9%	2.9%	87,617	87,616	83,579
RAI-MDS - Prov Subsidy		0		0	0	0			(86,640)	(86,878)	(82,594)
Recovery		0		0	0	0			(27,358)	(73,527)	(99,203)
Subscriptions and Memberships		1,000		1,000	1,000	0	0.0%	0.0%	(20,827)	0	0
Surplus Adjustment - Depreciation		(41,000)		(41,000)	(41,000)	0	0.0%	0.0%	(40,395)	(40,804)	(34,098)

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>			<u>Unchanged</u>					
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Service</u>	<u>2.5% target</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
			<u>pressure</u>				<u>Variance %</u>	<u>Variance %</u>			
<u>FOOD SERVICES</u>		<u>2,153,684</u>	<u>0</u>	<u>2,153,684</u>	<u>2,048,060</u>	<u>105,624</u>	<u>5.2%</u>	<u>5.2%</u>	<u>2,067,046</u>	<u>2,071,989</u>	<u>1,915,519</u>
Salaries		1,218,791		1,218,791	1,189,938	28,853	2.4%	2.4%	1,177,353	1,216,601	1,141,923
Employee Benefits		260,000		260,000	272,347	(12,347)	-4.5%	-4.5%	247,106	231,044	223,913
Salary Allocations		(62,443)		(62,443)	(58,379)	(4,064)	7.0%	7.0%	(57,555)	(44,895)	(44,023)
Dietary Supplies		22,545		22,545	19,951	2,594	13.0%	13.0%	20,357	18,101	17,658
Computer - Operation/Maintenance		0		0	500	(500)	-100.0%	-100.0%	634	(145)	1,895
COVID		0		0	0	0			21,729	417	
Depreciation		13,000		13,000	13,000	0	0.0%	0.0%	13,254	12,065	20,250
Equipment - Operation/Replacement		10,960		10,960	10,822	138	1.3%	1.3%	10,182	9,257	6,432
Food Wrap & Disposable Items		11,432		11,432	8,794	2,638	30.0%	30.0%	7,583	7,773	7,459
Meals on Wheels		0		0	0	0			-	2,765	3,081
Memberships & Subscriptions		0		0	0	0			-	0	0
Purchased Service - Supervisor from BM		19,909		19,909	20,174	(265)	-1.3%	-1.3%	27,159	21,445	13,029
Raw Food Costs		667,990		667,990	583,029	84,961	14.6%	14.6%	613,816	622,604	603,772
Raw Food Recoveries		(1,500)		(1,500)	(5,000)	3,500	-70.0%	-70.0%	(2,948)	(6,360)	(22,290)
Replacement - Dishes/Cutlery		10,000		10,000	9,884	116	1.2%	1.2%	9,165	9,713	11,445
Recoveries		0		0	0	0			(3,578)	(7,434)	(29,471)
Surplus Adjustment - Depreciation		(13,000)		(13,000)	(13,000)	0	0.0%	0.0%	(13,254)	(12,065)	(20,250)
Café M		0		0	0	0			-	(4,596)	(15,441)
Vending Machine Operation (Net)		(4,000)		(4,000)	(4,000)	0	0.0%	0.0%	(3,957)	(4,301)	(3,863)
<u>HOUSEKEEPING SERVICES</u>		<u>897,064</u>	<u>0</u>	<u>897,064</u>	<u>901,219</u>	<u>(4,155)</u>	<u>-0.5%</u>	<u>-0.5%</u>	<u>949,725</u>	<u>988,049</u>	<u>866,040</u>
		0									
Salaries		709,842		709,842	695,924	13,918	2.0%	2.0%	733,391	787,999	674,987
Employee Benefits		124,222		124,222	147,295	(23,073)	-15.7%	-15.7%	157,419	149,936	134,739
Depreciation		3,000		3,000	3,000	0	0.0%	0.0%	3,070	2,489	2,689
COVID		0		0	0	0			7,586	8,179	
Equipment - Operation/Maint.		1,750		1,750	1,750	0	0.0%	0.0%	1,332	1,990	2,122
Equipment - Replacements		5,000		5,000	5,000	0	0.0%	0.0%	4,198	4,792	1,553
Housekeeping Supplies		55,000		55,000	50,000	5,000	10.0%	10.0%	45,985	35,916	53,928
Other		1,250		1,250	1,250	0	0.0%	0.0%	983	0	0
Recoveries		0		0	0	0			(1,169)	(763)	(1,289)
Surplus Adjustment - Depreciation		(3,000)		(3,000)	(3,000)	0	0.0%	0.0%	(3,070)	(2,489)	(2,689)

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget	2023 Budget -	2.5% target	2023 Budget -		Service	2.5% target				
	Enhancement	2.5%	pressure	Baseline	2022 Budget	Variance \$	Variance %	Variance %	2021 Actual	2020 Actual	2019 Actual
LAUNDRY AND LINEN SERVICES		289,102	(8,780)	297,882	299,707	(1,825)	-0.6%	-3.5%	297,731	318,553	274,794
		0									
Salaries		208,962		208,962	204,866	4,096	2.0%	2.0%	206,063	239,170	203,125
Employee Benefits		36,360		36,360	45,071	(8,711)	-19.3%	-19.3%	48,105	49,004	40,385
Depreciation		1,500		1,500	1,500	0	0.0%	0.0%	1,461	109	4,561
COVID		0		0	0	0			10,427	1,149	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,228	535	1,463
Equipment - Replacements		2,500		2,500	2,500	0	0.0%	0.0%	322		
Laundry Supplies		23,690		23,690	23,000	690	3.0%	3.0%	19,770	16,513	20,144
Recoveries		0		0	0	0			(3,050)	(2,225)	(1,958)
Replacement - Bedding		15,090	(8,780)	23,870	21,770	2,100	9.6%	-30.7%	14,866	14,407	11,635
Surplus Adjustment - Depreciation		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%	(1,461)	(109)	(4,561)
BUILDINGS AND PROPERTY											
OPERATION & MAINTENANCE		1,184,736	(25,000)	1,209,736	1,069,330	140,406	13.1%	10.8%	1,087,964	999,143	1,007,941
		0									
Salaries		266,836		266,836	249,506	17,330	6.9%	6.9%	247,649	258,837	241,335
Employee Benefits		74,032		74,032	72,105	1,927	2.7%	2.7%	71,854	66,185	55,115
Depreciation		795,000		795,000	795,000	0	0.0%	0.0%	742,116	729,724	713,740
COVID		0		0	0	0			63,701	16,517	
Computers - Operation/Maint.		6,562		6,562	900	5,662	629.1%	629.1%	1,235	685	2,219
Equipment - Replacements		60,000		60,000	60,000	0	0.0%	0.0%	49,095	46,766	70,320
Furniture - Replacements		40,380		40,380	40,380	0	0.0%	0.0%	17,878	5,690	27,190
Insurance		83,273		83,273	69,096	14,177	20.5%	20.5%	67,741	65,830	65,233
Hydro		200,000		200,000	185,000	15,000	8.1%	8.1%	204,282	193,842	189,288
Natural Gas		75,000		75,000	70,000	5,000	7.1%	7.1%	61,846	69,984	68,298
Purchased Services		283,000		283,000	215,790	67,210	31.1%	31.1%	233,004	216,160	195,331
Resident - Cable/Phone		23,500		23,500	20,000	3,500	17.5%	17.5%	22,587	22,587	21,208
Resident - Cable/Phone Recoveries		(83,700)	(25,000)	(58,700)	(50,000)	(8,700)	17.4%	67.4%	(67,432)	(59,522)	(56,872)
Recoveries		0		0	(3,900)	3,900	-100.0%	-100.0%	(15,568)	(16,634)	(29,441)
Repairs & Maint-Bldgs & Grounds		98,853		98,853	87,953	10,900	12.4%	12.4%	70,630	59,668	115,351
IPAC Minor Capital		0		0	0	0			2,538		
Surplus Adjustment - Depreciation		(795,000)		(795,000)	(795,000)	0	0.0%	0.0%	(742,116)	(729,724)	(713,740)
Water / Wastewater		57,000		57,000	52,500	4,500	8.6%	8.6%	56,924	52,548	43,366

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
GENERAL AND ADMINISTRATIVE		1,170,446	(54,691)	1,225,137	1,153,751	71,387	6.2%	1.4%	1,506,583	1,110,394	1,090,347
		0									
Salaries		423,732	(24,391)	448,123	396,214	51,909	13.1%	6.9%	646,743	400,461	344,472
Employee Benefits		142,566	(2,300)	144,866	130,943	13,923	10.6%	8.9%	147,984	109,938	99,471
Salary Allocations		0		0	0	0				(11,501)	(11,501)
Accreditation		5,971		5,971	5,971	0	0.0%	0.0%	5,633	5,463	5,443
Admin Charges		123,128		123,128	128,333	(5,205)	-4.1%	-4.1%	123,111	117,791	109,974
Advertising & Awards		5,000	(15,000)	20,000	20,000	0	0.0%	-75.0%	23,239	16,073	15,224
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer - Internet		70,400		70,400	46,449	23,951	51.6%	51.6%	42,270	38,545	112,977
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,847	708	3,369
Depreciation		24,000		24,000	24,000	0	0.0%	0.0%	24,443	21,597	23,810
COVID		0		0	0	0			21,597	9,903	
Equipment - Replacements		0		0	0	0				0	0
Equipment-Operation/Maint.		10,392		10,392	10,392	0	0.0%	0.0%	5,742	10,027	6,416
Gain / Loss from Disposal of Asset		0		0	0	0				0	0
Health & Safety Program		1,000		1,000	1,000	0	0.0%	0.0%	1,623	750	798
HR Charges		106,243		106,243	101,623	4,620	4.5%	4.5%	109,260	108,706	106,142
Insurance		71,046		71,046	62,648	8,398	13.4%	13.4%	56,953	46,788	44,359
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		50,000		50,000	50,000	0	0.0%	0.0%	136,622	60,048	52,580
Memberships		16,770		16,770	16,770	0	0.0%	0.0%	16,649	16,391	15,132
Postage		6,500		6,500	6,500	0	0.0%	0.0%	6,994	7,861	6,792
Office Supplies		16,908		16,908	16,908	0	0.0%	0.0%	16,093	16,114	17,532
Staff Training		22,164	(10,000)	32,164	63,425	(31,261)	-49.3%	-65.1%	6,987	10,265	31,454
Purchased Services		54,641		54,641	31,898	22,743	71.3%	71.3%	64,585	76,744	74,007
Recovery - BM		(40,996)		(40,996)	(40,857)	(139)	0.3%	0.3%		0	
Recoveries		(35,000)		(35,000)	(5,000)	(30,000)	600.0%	600.0%	(37,545)	(42,550)	(50,893)
Surplus Adjustment - Depreciation		(24,000)		(24,000)	(24,000)	0	0.0%	0.0%	(24,443)	(21,597)	(23,810)
Telephone		15,000		15,000	12,247	2,753	22.5%	22.5%	15,449	14,775	12,790
Travel		8,000		8,000	1,000	7,000	700.0%	700.0%	2,304	4,326	3,505
Uniform Allowance		16,500		16,500	16,500	0	0.0%	0.0%	14,435	15,623	15,410
MIRAMICHI LODGE TOTALS		17,869,041	(96,220)	17,965,261	16,030,127	1,935,134	12.1%	11.5%	15,795,760	15,313,063	13,796,295

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NON-SUBSIDIZABLE EXPENSE		627,096	0	627,096	727,424	(100,328)	-13.8%	-13.8%	622,511	772,989	620,590
Seniors Housing Strategy		0				0			2,656	26,173	0
Transfer to BM		0				0					0
Valley Manor Capital		0				0					0
Surplus Adjustment - Trf To Reserves		0			100,614	(100,614)	-100.0%	-100.0%		126,583	0
Surplus Adjustment - Principal		627,096		627,096	552,938	74,158	13.4%	13.4%	508,560	480,972	454,880
Debenture Payment Interest Only (2024)		0			73,872	(73,872)	-100.0%	-100.0%	111,295	139,261	165,710
EQUIPMENT ACQUISITIONS		703,600	0	703,600	585,760	117,840	20.1%	20.1%	298,495	390,364	477,895
Surplus Adjustment - Capital		703,600		703,600	585,760	117,840	20.1%	20.1%	298,495	390,364	477,895
GRAND TOTAL EXPENDITURE		19,199,737	(96,220)	19,295,957	17,343,311	1,952,646	11.3%	10.7%	16,716,766	16,476,416	14,894,780

COUNTY OF RENFREW										
2023 Budget										
Miramichi Lodge										
<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,889,293</u>	<u>(96,220)</u>	<u>1,985,513</u>	<u>1,843,213</u>	<u>142,300</u>	<u>7.7%</u>	<u>2.5%</u>	<u>1,798,257</u>	<u>1,754,398</u>	<u>1,662,826</u>
City of Pembroke - 33%	623,467	(31,753)	655,219	608,260	46,959	7.7%	2.5%	550,806	537,372	509,324
County of Renfrew - 67%	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,064,219</u>	<u>0</u>	<u>4,064,219</u>	<u>4,061,689</u>	<u>2,530</u>	<u>0.1%</u>	<u>0.1%</u>	<u>4,153,939</u>	<u>4,228,465</u>	<u>4,255,857</u>
Basic Accommodation	3,273,000		3,273,000	3,267,976	5,024	0.2%	0.2%	3,264,831	3,324,344	3,351,361
Bad Debt (Expense) / Recovery	0		0	0	0				825	523
Estate Recoveries - Municipal	0		0	0	0				0	0
Estate Recoveries - Provincial	0		0	0	0				0	0
Preferred Accommodation	791,219		791,219	793,713	(2,494)	-0.3%	-0.3%	789,066	898,226	886,734
Preferred Accommodation HIN Claims	0		0		0			27,040		
Preferred Accommodation - Prov COVID Reimburse	0		0		0			73,002		
Respite Care	0		0	0	0				5,070	17,239
<u>OTHER REVENUE</u>	<u>49,800</u>	<u>0</u>	<u>49,800</u>	<u>30,000</u>	<u>19,800</u>	<u>66.0%</u>	<u>66.0%</u>	<u>30,775</u>	<u>24,329</u>	<u>97,433</u>
Donations	0		0		0				0	29,837
Other	0		0		0				0	0
Interest Income	49,800		49,800	30,000	19,800	66.0%	66.0%	30,775	24,329	43,387
Federal - Revenue	0		0		0				0	24,209
<u>PROVINCIAL SUBSIDY</u>	<u>12,492,825</u>	<u>0</u>	<u>12,492,825</u>	<u>10,822,649</u>	<u>1,670,176</u>	<u>15.4%</u>	<u>15.4%</u>	<u>10,565,389</u>	<u>10,379,630</u>	<u>8,818,943</u>
Operating Subsidy	9,025,572		9,025,572	8,721,417	304,155	3.5%	3.5%	8,111,667	8,480,614	8,191,847
One Time Funding	0		0		0			1,719,199	1,270,202	0
Allied Health Professional Supplement	262,760		262,760	225,230	37,529	16.7%	16.7%			
Professional Growth Fund	22,164		22,164	53,425	(31,261)	-58.5%	-58.5%	6,987		
Nursing Staff Supplement	1,991,636		1,991,636	1,195,469	796,168	66.6%	66.6%			
PSW Premium	521,429		521,429		521,429					
RPN Subsidy	0		0		0					0
ICIP	0		0		0			10,685		
IPAC personnel	42,168		42,168							
IPAC	0		0		0			89,755		
Capital Facility Subsidy (2024)	627,096		627,096	627,107	(11)	0.0%	0.0%	627,096	628,814	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>703,600</u>	<u>0</u>	<u>703,600</u>	<u>585,760</u>	<u>117,840</u>	<u>20.1%</u>	<u>20.1%</u>	<u>192,714</u>	<u>390,364</u>	<u>477,895</u>
Surplus Adjustment - Temp Loan	0				0					
Surplus Adjustment - Trf From Reserves	703,600		703,600	585,760	117,840	20.1%	20.1%	192,714	390,364	477,895
GRAND TOTAL REVENUES	19,199,737	(96,220)	19,295,957	17,343,311	1,952,646	11.3%	10.7%	16,741,074	16,777,186	15,312,954
Municipal Surplus / (Deficit)	(0)	(0)	0	(0)	0	-100.0%	-85.3%	24,308	300,770	418,174

County of Renfrew
Schedule of Reserves
2023 BUDGET

		Audited Balance 31-Dec-21	2022 Budget Reserve Changes	Known Adjustments In 2022	Estimated Balance 31-Dec-22	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-22	c = capital reserve	S=shared provici
Child Care	Mitigation	1,534,682			1,534,682													0	1,534,682		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	54,125			54,125													0	54,125		
General	Building Reserve	3,528,757	(641,734)	400,000 f	3,287,023	(253,000)	(985,630)	114,134	83,375				(317,000)				(1,358,121)	1,928,902	c		
General	Development Reserve	8,780			8,780													0	8,780	c	
General	Federal Gas Tax Reserve	0	(2,685,199)	2,685,199 a	0								(2,914,661)		2,914,661			0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	235,894	(8,100)		227,794											(24,100)	(24,100)	203,694	c	s	
General	OPP Bldg	808,540	66,169		874,709											62,625	(41,000)	21,625	896,334	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	17,526,393	(3,217,371)	3,306,073 b	17,615,095					(17,000)	(11,000)		(14,410,409)		7,360,198		466,473	(6,611,738)	11,003,357	c	
General	Working Capital	19,378,284	(2,051,000)		17,327,284	(40,000)						(2,225,538)						(2,265,538)	15,061,746	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	149,979			149,979													0	149,979		
General	Ontario Winter Games	200,000			200,000													0	200,000		
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	146,992			146,992													0	146,992		s
Paramedic	Infrastructure	2,229,761	(794,000)	1,605,000 c	3,040,761										1,200,000	(2,445,000)		(1,245,000)	1,795,761	c	s
Paramedic	Community Paramedic	738,884			738,884													0	738,884		s
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862		s
Paramedic	WSIB Sched 2	0			0													0	0		s
Public Works	Capital	0			0								(9,238,831)		9,238,831			0	0	c	
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Service	Fiscal Pressure	339,942			339,942													0	339,942		s
County Of Renfrew		49,502,102	(9,331,235)	7,996,272	48,167,139	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,776,315	(2,510,100)	466,473	(11,482,872)	36,684,267		
BM	WSIB Sched 2	545,768	49,024		594,792										49,024			49,024	643,816		s
BM	Butterfly	149,318	(25,000)		124,318													0	124,318	c	s
BM	Unallocated	3,248,734	(361,800)	65,000 d	2,951,934												(626,500)	(626,500)	2,325,434	c	s
BM	LTC CMI Stabilization	248,242			248,242													0	248,242		s
BM	Equip	100,000			100,000													0	100,000	c	s
Bonnechere Manor		4,292,062	(337,776)	65,000	4,019,286	0	0	0	0	0	0	0	0	0	49,024	(626,500)	0	(577,476)	3,441,810		
ML	Butterfly	159,419	(159,419)		0													0	0	c	s
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	947,809	(426,341)	227,600 e	749,068												(703,600)	(703,600)	45,468	c	s
ML	LTC CMI Stabilization	0	100,614		100,614													0	100,614		s
ML	Equip	38,782			38,782													0	38,782	c	s
ML	Sick leave	186,402			186,402													0	186,402		s
Miramichi Lodge		1,560,854	(485,146)	227,600	1,303,308	0	0	0	0	0	0	0	0	0	0	(703,600)	0	(703,600)	599,708		
Opeongo	Capital	0			0													0	0	c	s
RCHC	Capital	3,870,674	(1,482,665)	236,000 g	2,624,009												(1,204,200)	(1,204,200)	1,419,809	c	s
RCHC	AHP Reserve	0			0													0	0		s
RCHC	AHP Admin Reserve	0			0													0	0		s
RCHC	Home Ownership	0			0													0	0		s
RCHC	Working Capital	50,000			50,000													0	50,000	c	s
RCHC	WSIB Sched 2	148,483			148,483													0	148,483		s
Renfrew County Housing Corp		4,069,157	(1,482,665)	236,000	2,822,492	0	0	0	0	0	0	0	0	0	0	(1,204,200)	0	(1,204,200)	1,618,292		
Total Surplus Adjustment		59,424,175	(11,636,822)	8,524,872	56,312,225	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,825,339	(5,044,400)	466,473	(13,968,148)	42,344,077		
Capital Reserves Only		52,281,145	(9,101,261)	5,839,673	49,019,557	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(23,966,240)	0	17,861,654	(5,044,400)	466,473	(14,017,172)	35,002,385		

County of Renfrew
2023 Budget

								Sources of Financing							
								Pembroke	Provincial	Gas Tax Res					
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total	
BM	Buildings	D2030 - Sanitary Waste		Municipal sanitary Lift station	Low	10,000	10,000					10,000		10,000	
BM	Buildings	E2010 - Fixed Furnishings		kitchen cabinets 2 x servery 2 x cabinets in staff	Low	25,000	25,000					25,000		25,000	
BM	Buildings	D4010 - Sprinklers		sprinklers	Low	30,000	30,000					30,000		30,000	
BM	Buildings	E1042 - Laundry Room Equipment		3 washers new dryer 2016	Low	30,000	30,000					30,000		30,000	
BM	Buildings	D5033 - Telephone Systems		new NEC system, partial cf	Low	180,000	160,000					160,000		160,000	
BM	Buildings	Buterfly project		2021 & 2022 carryover			25,000					25,000		25,000	
BM	Buildings	d3055-fin tube radiation	heaters in all rooms	2022 carryover			20,000					20,000		20,000	
BM	Equipment	portable phones		2022 carryover			20,000					20,000		20,000	
BM	Equipment	Wireless access points x 19					16,500					16,500		16,500	
BM	Buildings	B30 - Roofing		washed river stone over single EPDM roof mern	Low		290,000					290,000		290,000	
BM Total							565,000	626,500	0	0	0	0	626,500	0	626,500
IT	Equipment	server-virtual replacement		CAB			17,000					17,000		17,000	
IT Total							0	17,000	0	0	0	0	17,000	0	17,000
ML	Buildings	C3020 - Floor Finishes		Ceramic flooring (ceramic repair 1st Floor)	Low	10,000	10,000					10,000		10,000	
ML	Buildings	D3034 - Study - Air Conditioning Units		Eng. Study / tender		25,000	25,000					25,000		25,000	
ML	Buildings	D1011 - Passage Elevators - Hydraulic		68 special purpose lifts from 160 kg - 455 kg ten	Medium	26,000	26,000					26,000		26,000	
ML	Buildings	D5092 - Emergency Power & Generation Systems		500 Kw Emergency Generator - New Tranfer Sw	Low	35,000	35,000					35,000		35,000	
ML	Buildings	C3020 - Floor Finishes		carpet rolled - Final phase of resident floor repla	Low	40,000	40,000					40,000		40,000	
ML	Building	D-Services - Mechanical		carryover 2022 - Make-Up AHU			27,600					27,600		27,600	
ML	Buildings	D3045 - Exhaust Ventilation Systems		VAV boxes - 43 VAVs Resident Areas Phase Tw	Medium	90,000	90,000					90,000		90,000	
ML	Buildings	D3043 - Hydronic Distribution Systems		Hydronic valve controllers upgrade Phase Four	Low	160,000	160,000					160,000		160,000	
ML	Buildings	hotwater boilers		carryover 2022 - \$200K, deferred to 2026		0	0					0		0	
ML	Buildings	Butterfly Dementia care unit renovations		deferred re COVID and contractor issues, partial cf		161,000	60,000					60,000		60,000	
ML	Buildings	D5032 - Intercommunications And Paging		Nurse call - Austco systsem - Phase #1- 2022 & i	Low	200,000	200,000					200,000		200,000	
ML	Land Improvement	G2030 - Pedestrian Paving		concrete sidewalk and patio	Low	30,000	30,000					30,000		30,000	
ML Total							777,000	703,600	0	0	0	0	703,600	0	703,600
POA	Equipment	AV Equipment for Hybrid Court	Original Equipment was Temp Pandemic		Low		11,000					11,000		11,000	
POA Total							0	11,000	0	0	0	0	11,000	0	11,000
Paramedic	Equipment	es_0713-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0768-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0714-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_1063-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0754-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Vehicles	ATV-18-8054008		POLARIS 4X4 SIDE BY SIDE		30,000	30,000					30,000		30,000	
Paramedic	Vehicles	ERV-18-F286261		TRUCK GMC SIERRA	H	120,000	150,000					150,000		150,000	
Paramedic	Vehicles	ERV-18-R375167		TRUCK CHEV TAHOE	H	120,000	120,000					120,000		120,000	
Paramedic	Vehicles	ERV-18-R375824		TRUCK CHEV TAHOE	H	120,000	120,000					120,000		120,000	
Paramedic	Vehicles	ERV-18-R376195		TRUCK CHEV TAHOE	M	120,000	120,000					120,000		120,000	
Paramedic	Vehicles		Ford Expedition	new replacements			120,000					120,000		120,000	
Paramedic	Vehicles		FORD F250	new replacements			150,000					150,000		150,000	
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE II	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-19-N053032	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	H	235,000								0	
Paramedic	Vehicles	AMBU-19-N053279	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	M	235,000								0	
Paramedic	Vehicles	AMBU-19-N054530	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic	Vehicles	AMBU-19-N053540	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic	Vehicles	AMBU-18-9774498	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic Total							1,685,000	2,445,000	0	0	0	0	2,445,000	0	2,445,000
Prop-ArnBase	Land Improvement	parking lot		Paramedic base Arnprior		10,000	10,000					10,000		10,000	
Prop-ArnBase Total							10,000	10,000	0	0	0	0	10,000	0	10,000
Prop-BBBBase	Land Improvement	crack sealing	under threeshold	Paramedic base Barry's Bay		5,000	0					0		0	
Prop-BBBBase Total							5,000	0	0	0	0	0	0	0	0
Prop-CAB	Buildings	door opener	funded CF	CAB			59,000			59,000				59,000	
Prop-CAB	Buildings	consulting on new PS base	6% of \$3M base	CAB			180,000					180,000		180,000	
Prop-CAB	Buildings	generator transfer switch		CAB		33,000	33,000					33,000		33,000	
Prop-CAB	Furniture	office conference furniture		CAB		27,500	0							0	
Prop-CAB	Vehicles	LDT	LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	Low	40,000	40,000					40,000		40,000	
Prop-CAB Total							100,500	312,000	0	0	59,000	0	253,000	0	312,000
Prop-DeepBase	Buildings	lighting	under threeshold	Paramedic base Deep river		5,500	0					0		0	
Prop-DeepBase	Land Improvement	crack sealing	under threeshold	Paramedic base Deep river		5,000	0					0		0	
Prop-DeepBase Total							10,500	0	0	0	0	0		0	0
Prop-OPP	Equipment	HVAC		OPP - Renfrew		11,000	11,000					11,000		11,000	

County of Renfrew
2023 Budget

							Road 70	Sources of Financing							
							Bridge 70								
							Culvert 70	Revised							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total	
Prop-OPP	Land Improvement	parking lot remediation		OPP - Renfrew		16,500	30,000					30,000		30,000	
Prop-OPP Total						27,500	41,000	0	0	0	0	41,000	0	41,000	
Prop-PetBase	Buildings	floor sealing		Paramedic base Petawawa		17,600	17,600					17,600		17,600	
Prop-PetBase	Land Improvement	crack sealing		Paramedic base Petawawa		20,000	20,000					20,000		20,000	
Prop-PetBase Total						37,600	37,600	0	0	0	0	37,600	0	37,600	
Prop-RCP	Buildings	roofing		RCP		341,000	341,000					341,000		341,000	
Prop-RCP	Buildings	PS storage building	carry over of \$200K	RCP		200,000	425,000					425,000		425,000	
Prop-RCP	Equipment	rooftop HVAC units x 2	carry over of \$150K	RCP		220,000	220,000					220,000		220,000	
Prop-RCP	Land Improvement	parking lot	carry over of \$50k	RCP		50,000	50,000					50,000		50,000	
Prop-RCP	Land Improvement	crack sealing		RCP		13,200	13,200					13,200		13,200	
Prop-RCP Total						824,200	1,049,200	0	0	0	0	1,049,200	0	1,049,200	
PW	Bridge	B007	Butler Bridge	Butler Road	72	1,700,000	20,000					20,000		20,000	
PW	Bridge	B044	Douglas Bridge	5	66	1,800,000	1,800,000					1,800,000		1,800,000	
PW	Bridge	B064	Pilgrim Road Bridge	2022 budget carry over \$139K	64	380,000	380,000					380,000		380,000	
PW	Bridge	B102	Brennans Creek Bridge	512	62	825,000	10,000					10,000		10,000	
PW	Bridge	B108	Tramore Bridge	Tramore Road	72	400,000	20,000					20,000		20,000	
PW	Bridge	B156	Burnt Bridge	Burnt Bridge Road	62	530,000	53,000					53,000		53,000	
PW	Bridge	B232	Cochrane Creek Bridge	Cement Bridge Road	38	500,000	50,000					50,000		50,000	
PW	Bridge	B257	Harrington Creek Bridge	2022 budget carry over \$800K	24	800,000	800,000					800,000		800,000	
PW	Bridge	B310	Ski Hill Bridge	58	67	1,200,000	1,200,000					1,200,000		1,200,000	
PW	Bridge	B103	O'Grady Bridge	O'Grady Settlement Road	52	26,500	26,500					26,500		26,500	
PW	Bridge	B145	Combermere Bridge	62	64	280,000	280,000					280,000		280,000	
PW	Bridge	B181	Peter Black Bridge	24	61	180,000	180,000					180,000		180,000	
PW	Bridge		General Bridge Repairs			200,000	100,000					100,000		100,000	
PW	Buildings	Calabogie	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Calabogie	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Cobden	Gas/Diesel Tanks & Pumps	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Cobden	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0	
PW	Buildings	Cobden	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Cobden	Furnace				32,000					32,000		32,000	
PW	Buildings	Goshen	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Goshen	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Goshen	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Southwest	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Southwest	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Southwest	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000	
PW	Buildings	Southwest	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	White Water	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	White Water	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0	
PW	Buildings	White Water	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000	
PW	Buildings	White Water	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Culverts	C001	Berlanquet Creek Culvert	5	65	400,000	40,000					40,000		40,000	
PW	Culverts	C025	Borne Road Culvert	Borne Road	28.5	800,000	800,000					800,000		800,000	
PW	Culverts	C115	Dunlop Crescent Dual Culvert	Dunlop Crescent	37	415,000	415,000					415,000		415,000	
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	39	600,000	0					0		0	
PW	Culverts	C137	Hanson Creek Culverts	carryover 82K	53.79	600,000	600,000					600,000		600,000	
PW	Culverts	C191	Dicks Road Culvert	Dicks Road	18	200,000	200,000					200,000		200,000	
PW	Culverts	C197	Etmanskie Swamp Culvert	carryover \$1M	43.74	1,300,000	1,300,000					1,300,000		1,300,000	
PW	Culverts	C204	Bellows Creek Culvert	12	40.5	540,000	600,000					600,000		600,000	
PW	Culverts	C325	Neilson Creek Culvert	Clear Lake Road	18	450,000	450,000					450,000		450,000	
PW	Culverts	C040	Snake River Culvert	8	67	25,000	25,000					25,000		25,000	
PW	Culverts	C051	Harris Creek Culvert	Proven Line	21	20,000	20,000					20,000		20,000	
PW	Culverts	C062	John Watson Culvert 2	John Watson Road	25	45,000	45,000					45,000		45,000	
PW	Culverts	C130	Lochiel Creek Culvert North	63	25.5	40,000	40,000					40,000		40,000	
PW	Culverts	C136	Robertson Twin Pipes	Robertson Line	43	61,000	61,000					61,000		61,000	
PW	Culverts	C201	Broomes Creek Culvert	7	16	200,000	200,000					200,000		200,000	
PW	Culverts	C215	Elm Creek Culverts	Snake River Line	21	36,000	36,000					36,000		36,000	
PW	Culverts	C221	Kenny's Culvert	Pleasant Valley Road	48.14	20,000	20,000					20,000		20,000	
PW	Culverts	C229	Burnt Bridge	Burnt Bridge Road	42.64	30,500	0					0		0	
PW	Culverts	C250	Pleasant Valley Culvert	Grants Settlement Road	64.1	80,000	0					0		0	
PW	Culverts	C268	St. Columbkille's Culvert	58	59	90,000	90,000					90,000		90,000	
PW	Equipment	U-body water tank					36,000					36,000		36,000	
PW	Equipment	Roller 3'					55,000					55,000		55,000	
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000	
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000	
PW	Equipment	Offset Roller					81,000					81,000		81,000	

County of Renfrew
2023 Budget

							Sources of Financing							
							Pembroke	Provincial	Gas Tax Res					
Department	Primary Category	Detail	Detail	Location/Other	or Risk	Revised 10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
PW	Equipment	Road Winener					110,000					110,000		110,000
PW	Equipment	Offset Roller	2022 budget carry over	tendering as of Oct 2022			80,153					80,153		80,153
PW	Equipment	Road Shoulder MC	2022 budget carry over	tendering as of Oct 2022			95,440					95,440		95,440
PW	Roads		Intersections			200,000	200,000					200,000		200,000
PW	Roads		Scratch Coat			750,000	750,000					750,000		750,000
PW	Roads	1	River Road	Lochwinnoch Rd-to-Storie Rd	27.1	603,077	603,077					603,077		603,077
PW	Roads	1	River Road	Storie Rd-to-County CP Trail	21.5	533,930	533,930					533,930		533,930
PW	Roads	6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	72.9	192,214						0		0
PW	Roads	6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	67.7	300,902						0		0
PW	Roads	6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	57.7	134,160						0		0
PW	Roads	6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	69.4	356,315						0		0
PW	Roads	6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	70.1	469,159						0		0
PW	Roads	6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	75.3	201,641						0		0
PW	Roads	20	Bruce St	Hwy 60-to-Urban Limit	71.4	93,065	93,065					93,065		93,065
PW	Roads	20	Bruce St	Urban Limit-to-Cobus Rd	68	239,014	239,014					239,014		239,014
PW	Roads	20	Bruce St	Cobus Rd-to-Hwy 17	66.4	207,480	207,480					207,480		207,480
PW	Roads	21	Beachburg Rd	Hila Rd-to-Cty Rd 12 (Westmeath Rd)	73.8	272,617						0		0
PW	Roads	21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	74.3	397,720						0		0
PW	Roads	23	Highland Rd	Sawmill Rd-to-Frank St	47.8	166,970						0		0
PW	Roads	23	Highland Rd	Frank St-to-Cty Rd 2 (White Lake Rd)	46.9	472,610						0		0
PW	Roads	24	White Water Rd	Stafford Third Line-to-Hwy 17	49.4	1,309,911	1,309,911				833,791	476,120		1,309,911
PW	Roads	30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	42.9	631,856	631,856					631,856		631,856
PW	Roads	30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	20.3	961,944	961,944					961,944		961,944
PW	Roads	30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	30.7	935,748	935,748					935,748		935,748
PW	Roads	37	Murphy Rd	Hwy 17-to-Cty Rd 26 (Doran St)	17.9	1,077,840	1,077,840				669,263	408,577		1,077,840
PW	Roads	37	Murphy Rd	Cty Rd 26 (Doran St)-to-Cty Rd 51 (Petawawa B	31.5	490,588	490,588					490,588		490,588
PW	Roads	42	Forest Lea Rd	Hwy 17-to-B Line Rd	75.5	389,298	389,298					389,298		389,298
PW	Roads	42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	61.6	256,330	256,330					256,330		256,330
PW	Roads	42	Forest Lea Rd	Meadowbrook Dr West Junction-to-Cty Rd 51 (P	75	113,724	113,724					113,724		113,724
PW	Roads	45	Russett Dr	Vanjumar Rd-to-Nieman Dr	47	604,500								0
PW	Roads	45	Russett Dr	Nieman Dr-to-Scheel Dr	56.8	561,100								0
PW	Roads	58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	45.5	763,470	763,470				763,470			763,470
PW	Roads	58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	54.3	494,010	494,010				494,010			494,010
PW	Roads	65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Accoe	14.5	686,230	686,230				686,230			686,230
PW	Roads	508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	34.5	918,160	918,160					918,160		918,160
PW	Roads	508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	45.2	430,564	430,564					430,564		430,564
PW	Roads	508	Calabogie Rd	Nabarr Rd-to-Cty Rd 63 (Stewartville Rd)	58.9	418,982	418,982					418,982		418,982
PW	Roads	508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	52.5	401,799	401,799					401,799		401,799
PW	Roads	512	Foymount Rd	2022 budget carry over 1.8M								0		0
PW	Roads	512	Foymount Rd	B257-to-Lake Clear Rd	5	1,032,960	1,032,960						1,032,960	1,032,960
PW	Roads	512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	5	802,230	802,230						802,230	802,230
PW	Roads	512	Foymount Rd	Buelow Rd-to-Verch Rd	5	1,605,930	1,605,930						1,605,930	1,605,930
PW	Roads	512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	5	1,049,070	1,049,070						1,049,070	1,049,070
PW	Roads	515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	45.2	688,599								0
PW	Roads	515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	62.5	650,867								0
PW	Roads	515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	48.9	609,194	1,585,870				1,585,870			1,585,870
PW	Roads	515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N	47.9	183,700	183,700				183,700			183,700
PW	Roads	515	Palmer Rd	Palmer Rapids N Urban Lmt-to-Cty Rd 514 (Sch	67.4	311,300	311,300				311,300			311,300
PW	Roads	517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	19.6	421,000	421,000					421,000		421,000
PW	Roads	517	Dafoe Rd	CA 2049-to-Peplinskie Rd	17.3	505,200	505,200					505,200		505,200
PW	Roads	517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	12.7	348,210	348,210					348,210		348,210
PW	Roads	635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	74.7	300,000	300,000					300,000		300,000
PW	Vehicles	LDT	LDTR-16-Z335214		Low	42,000	42,000					42,000		42,000
PW	Vehicles	HDT	HDTR-07-J653946	6 Ton Truck	Medium	326,000	326,000					326,000		326,000
PW	Vehicles	HDT	HDTR-08-J105697	6 Ton Truck	Medium	386,000	386,000					386,000		386,000
PW	Vehicles	HDT	HDTR-09-J239888	6 Ton Truck	Low	400,000	400,000					400,000		400,000
PW	Vehicles	Tractor	TRAC-02-L25212	Southwest	High	125,000	125,000					125,000		125,000
PW	Vehicles	Loader	New - Additional		Extreme	500,000	500,000					500,000		500,000
PW	Vehicles	Trailer	New - Additional	Enclosed Cargo 20'	Low	25,000	25,000					25,000		25,000
PW	Vehicles	HDT	2022 budget carry over	617-09 plow truck			391,480					391,480		391,480
PW Total						42,483,189	33,984,064	0	0	2,612,973	2,914,661	23,966,240	4490190	33,984,064
RCHC	Buildings	425 Nelson Street	B2010 - Exterior Walls	brick work	does not qualify	12,240	0					0		0
RCHC	Buildings	150 Elizabeth Street North	D2095 - Domestic Water Heaters	2 X 200 GAL Tank		15,000	15,000					15,000		15,000
RCHC	Buildings	59 Wallace Street - Site	G4020 - Site Lighting	Site lighting*	carryover	25,000	25,000					25,000		25,000
RCHC	Buildings	236 Hall Vent Stacks	critical			25,000	25,000					25,000		25,000
RCHC	Buildings	44 Lorne Street	B2030 - Exterior Doors	exterior doors.	carryover	26,000	26,000					26,000		26,000

County of Renfrew
2023 Budget

Road 70							Sources of Financing							
Bridge 70							Pembroke Provincial Gas Tax Res							
Culvert 70							Taxation/Other Share Grant Reserve Reserves Debt Total							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	Revised 10 Year Plan	Budget \$							
RCHC	Buildings	150 Elizabeth Street North	B2030 - Exterior Doors	Fire Exit Door	carryover	35,000	35,000					35,000		35,000
RCHC	Buildings	425 Nelson Street	fire system consultant		does not qualify	50,000	0					0		0
RCHC	Buildings	75 Stafford Street	D4010 - Sprinklers	Partial sprinkler system.		50,000	50,000					50,000		50,000
RCHC	Buildings	k Cres, 596-598 Frank Dench St	Electrical	does not meet current electrical code		50,000	50,000					50,000		50,000
RCHC	Buildings	26 Spruce Family steps				50,000	50,000					50,000		50,000
RCHC	Buildings	New install bathroom fans	Do 50 in 2023		does not qualify	50,000	0					0		0
RCHC	Buildings	Extension to garage at Lorne				50,000	50,000					50,000		50,000
RCHC	Buildings	75 Stafford Street	C1070 - Plumbing fixture Refurbishment		carryover	75,000	75,000					75,000		75,000
RCHC	Buildings	ey, 220/350 Arith Blvd - (14) Dupl	Roofing	Asphalt shingle roofing.	carryover	75,000	75,000					75,000		75,000
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B30 - Roofing	Asphalt shingles.		90,000	90,000					90,000		90,000
RCHC	Buildings	260 Elizabeth Street North	A20 - Basement Construction	Structural issues		100,000	100,000					100,000		100,000
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B2020 - Exterior Windows	All, based on sample units		125,000	125,000					125,000		125,000
RCHC	Buildings	41 Vimy Building shift				150,000	150,000					150,000		150,000
RCHC	Buildings	1030-1106 Lea St - (4) Townhon B30 - Roofing		Asphalt shingles.		200,000	200,000					200,000		200,000
RCHC	Buildings	demolition and rebuild - 202 cecil			OHPI		546,000			546,000				546,000
RCHC	Buildings	lee & douglas new build		RCHC contribution	COCHI		2,350,000			2,350,000				2,350,000
RCHC	Vehicles	TRAC-09-LAWN02	Tractor 510 MacKay/515 River Rd		Low	8,600	8,600					8,600		8,600
RCHC	Vehicles	TRAC-06-LAWN05	Lawn tractor 425 Nelson		Low	8,600	8,600					8,600		8,600
RCHC	Vehicles	LTDR-15-N107755	VAN MTCE NISSAN		Low	46,000	46,000					46,000		46,000
RCHC Total						1,316,440	4,100,200	0	0	2,896,000	0	1,204,200	0	4,100,200
Grand Total						47,841,929	43,337,164	0	0	5,567,973	2,914,661	30,364,340	4490190	43,337,164

	<div style="text-align: right;"> NEW 2023-EMS-01 </div> <div style="text-align: center;"> BUSINESS CASE - STAFFING REPORT </div> <div style="text-align: right;"> Date: February 15, 2023 Department: Emergency Services Report Prepared by: Brian Leahey, Deputy Chief Operations </div>
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PROPOSAL	Addition of 728 Commander hours to adjust their bi-weekly hours from 80 hours to 84 hours.		
POSITIONS Non-Union X	Increase in Commander hours, Group 10, + 728 hours.		
SUMMARY <ul style="list-style-type: none">BackgroundDiscussion	The Commanders work 84 hours bi-weekly; this is to align with current practice and to meet the needs of the operational requirements of the Service. Commanders are direct supervisors to the paramedics on the road. The supervising commanders work 12-hour shifts/14 shifts per month and are following their Paramedic platoon.		
RECOMMENDATION	THAT the Health Committee recommend the approval of an increase of 728 hours for the adjustment of Commander hours from 80 hours bi-weekly to 84 hours bi-weekly, within the Emergency Services Department/Paramedic Service Division; AND FURTHER THAT this be brought forward to the February 22, 2023, County Council Budget Workshop for approval.		
FINANCIAL CONSIDERATIONS		<u>HRS</u>	<u>Salary/Benefits</u>
	Commander	<u>728</u>	<u>\$57,050</u>
	Total ES Budget Change	728	\$57,050

**COUNTY OF RENFREW
LONG-TERM CARE REPORT**

TO: Health Committee

FROM: Mike Blackmore, Director of Long-Term Care

DATE: February 15, 2023

SUBJECT: Department Report

INFORMATION

1. Bonnechere Manor Resident Statistics

Statistics	November 2022	December 2022	January 2023
Population at Month End	175	171	174
# of Female Residents	105	103	104
# of Male Residents	71	68	70
Vacant Beds at Month End	4 LTC	9 LTC/2 Respite	6 LTC/2 Respite
YTD LTC Occupancy Rate: Long-Term Care Respite	97.42%	97.12% 0.00%	95.92% 0.00%
Resident Deaths	6	7	3
Resident Discharges	0	0 LTC/0 Respite	0 LTC/0 Respite
Resident Admissions	11	11 LTC/0 Respite	6 LTC/0 Respite

2. Miramichi Lodge Resident Statistics

Statistics	November 2022	December 2022	January 2023
Population at Month End	157	154	160
# of Female Residents	101	100	106
# of Male Residents	56	54	54
Vacant Beds at Month End	5 LTC	10 LTC/2 Respite	4 LTC/2 Respite
YTD LTC Occupancy Rate: Long-Term Care Respite	96.81%	96.72% 0.00%	95.99% 0.00%
Resident Deaths	6	8	3
Resident Discharges	0	0 LTC/0 Respite	0 LTC/0 Respite
Resident Admissions	5	5 LTC/0 Respite	9 LTC/0 Respite

Due to the COVID-19 Pandemic, the following is applicable:

- The occupancy target of 97% to maintain provincial funding was reinstated October 1, 2022.
- The Ministry resumed the Respite Program as of December 31, 2022. Miramichi Lodge is now accepting respite bookings and once the staffing complement at Bonnechere Manor is stable, the respite program will commence there as well.
- The long-term care beds held for isolation purposes were released for long-term care admissions as of November 2022.

3. Home & Community Care Support Services Champlain Client Waitlist Information

The following waitlist numbers indicate patients waiting for first choice as of December 31, 2022.

Renfrew County Long-Term Care Homes (LTCHs)	Patients waiting for 1 st choice from Community/Hospital	Patients waiting for 1 st choice to transfer from another LTCH	Totals
Bonnechere Manor	108	39	147
Caressant Care Cobden	44	16	60
Deep River & District Hospital – The Four Seasons Lodge	6	10	16
Grove (The) Nursing Home	113	39	152
Groves Park Lodge	34	21	55
Marianhill Inc.	53	29	82
Miramichi Lodge	205	73	278
North Renfrew LTC Services	50	18	68
Valley Manor Inc.	46	13	59
Totals	659	258	917

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

Home Outbreak Status: Both Homes have remained clear from Outbreak Status since the last report.

5. Health Standards Organization Voluntary National Long-Term Care Standards

On January 31, 2023 Health Standards Organization (HSO) released their revised standards for Long-Term Care Services with a focus on:

- Promoting good governance
- Upholding resident-centred care and enabling a meaningful quality of life for residents
- Ensuring high-quality and safe care
- Fostering a healthy and competent workforce
- Promoting a culture of quality improvement and learning across long-term care homes.

The Person-Centred Approach to care is a welcome focus where the emotional well-being of residents is concerned. At present, Homes are fully engaged in meeting compliance with the newly enacted Fixing Long-Term Care Act, 2021. As Advantage Ontario points out the ability to realise the new standards is contingent upon receipt of unprecedented levels of investment. The standards are accessible through the [Canadian Standards Association store](#).

6. Accreditation Canada Survey

Further to the update given to Health Committee and in preparation for the Accreditation Survey scheduled for June 26, 27 & 28, 2023, Health Committee members will receive an invitation to complete the Governance Team survey. The survey seeks an answer of met, unmet or not applicable for seventeen governance standards. Standards answered unmet or requiring work will frame an action plan to bring the standard into compliance. The action plan will be reviewed with Committee and Council prior to the June onsite survey. The onsite survey will be completed by the Director of Long-Term Care, Bonnechere Manor Administrator, Chief Administrative Officer, Chair of Health Committee and Warden.

7. Ministry of Long-Term Care Inspection at Bonnechere Manor

Ms. Susan Lui, Inspector with the Ministry of Long-Term Care conducted an inspection related to provision of care and services and in addition, allegations were inspected related to resident-to-resident abuse at Bonnechere Manor on the following dates: November 30, December 1, 2, 6 to 9, 12 and 13, 2022. The following inspection protocols were used during this inspection: Prevention of Abuse and Neglect, Responsive Behaviours, Infection Prevention and Control and Falls, Prevention and Management. One written notification (WN) was issued for failure to ensure that the care set out in a resident's plan of care was provided to the resident as specified in the plan. The full report is available through the Ministry of Long-Term Care website: [Licensee Inspection Report \(ltchomes.net\)](#).

RESOLUTIONS

8. Long-Term Care Service Accountability Agreement and Schedule E – Form of Compliance Declaration

Recommendation: THAT the Health Committee recommend that County Council authorize the Warden and Chief Administrative Officer/Clerk to sign the annual Schedule E – Form of Compliance Declaration issued pursuant to the Long-Term Care Service Accountability Agreement for each of Bonnechere Manor and Miramichi Lodge.

Background

Ontario Health advised that the Service Accountability Agreements (SAAs) for the fiscal year 2023/24 and associated timelines and activities information will be forthcoming in the coming weeks, however as per past practice, Ontario Health requires Schedule E-Form of Compliance Declarations to be signed for each of Bonnechere Manor and Miramichi Lodge and returned by the March 1, 2023 deadline as attached as Appendix LTC-I.

BY-LAWS

9. Long-Term Care Homes Vaccination Policy

Recommendation: THAT the Health Committee recommends to County Council adopt a by-law rescinding By-law 37-22, revoking Policy G-010 Vaccination Policy for County of Renfrew Long-Term Care Homes effective March 1, 2023.

Background

The Long-Term Care Homes adopted a Vaccination Policy on March 28, 2022 in response to the COVID-19 Pandemic.

Current vaccination policy dictates that all staff, Essential Care Givers (ECG), students and volunteers require three doses of COVID vaccine and that general visitors have two doses. At present third doses of vaccine were administered for the majority of staff, ECGs, students and volunteers over a year ago, significantly limiting any transmission prevention utility that may have existed. Further, there is no current evidence to support that individuals with current bivalent COVID vaccinations are prevented from contracting and spreading COVID-19.

Staff is recommending that the Long-Term Care Homes Vaccination Policy, attached as Appendix LTC-II, be revoked effective March 1, 2023.

10. Long-Term Care Homes Smoking Policy

Recommendation: THAT the Health Committee recommend that County Council amend By-law 84-09 to revise Long-Term Care Homes Policy G-009 that removes 'residents of Bonnechere Manor and Miramichi Lodge' from the policy; AND FURTHER THAT this policy be reviewed in six months and again in twelve months.

Background

Bonnechere Manor and Miramichi Lodge were declared non-smoking facilities by resolution of the Council of the Corporation of the County of Renfrew effective May 31, 2006. Further, on June 24, 2009 the Council of the County of Renfrew passed By-Law 84-09 banning residents, staff and the public from smoking on Bonnechere Manor and Miramichi Lodge property effective March 1, 2010.

The By-law achieved the intended purpose of eliminating smoking on the property. A significant portion of residents were motivated to quit smoking. Over the years, residents with varying degrees of mobility impairments have endured hazards associated with all weather conditions and vehicular traffic in order to vacate the property to smoke. Some have fallen and sustained injury. Fortunately, to date no resident has fallen unattended for a duration detrimental to their health.

In the interest of resident safety and recognition that Bonnechere Manor and Miramichi Lodge are Homes to their respective residents, it is recommended that residents be permitted to smoke on the property no closer than nine metres from the entrance to each Home, in compliance with Smoke Free Ontario Act, 2017. Such conditions are congruent with smoking conditions currently in effect on the County of Renfrew Administrative Building property. The revised policy G-009 Smoking Regulations and the amended By-law are attached as Appendix LTC-III.

RESOLUTIONS

11. Bonnechere Manor and Miramichi Lodge Budgets

Recommendation: THAT the Health Committee recommends that the Draft 2023 Bonnechere Manor and Miramichi Lodge Budgets be approved by this Committee and forwarded to the February 22, 2023 County Council Budget Workshop for approval.

Background

Appendix LTC-IV includes the 2023 draft budgets for Bonnechere Manor and Miramichi Lodge. The Director of Long-Term Care will overview the budgets.

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The Board of Directors of Ontario Health Attn: Board Chair.

From: The Board of Directors (the “Board”) of the County of Renfrew Council (the “HSP”)

For: Bonnechere Manor (the “Home”)

Date: March 1, 2023

Re: January 1, 2022 – December 31, 2022 (the “Applicable Period”)

The Board has authorized me, by resolution dated March 1, 2023, to declare to you as follows:

After making inquiries of the Director of Long-Term Care, Mike Blackmore and other appropriate officers of the Health Service Provider (the “HSP”) and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the *Connecting Care Act, 2019* and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the Ontario Health and the HSP effective April 1, 2022.

Craig Kelley
Chief Administrative Officer/Clerk

Peter Emon
Warden County of Renfrew

Schedule E – Form of Compliance Declaration Cont'd.

Appendix 1 - Exceptions

[Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.]

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

To: The Board of Directors of Ontario Health Attn: Board Chair.
From: The Board of Directors (the “Board”) of the County of Renfrew Council (the “HSP”)
For: Miramichi Lodge (the “Home”)
Date: March 1, 2023
Re: January 1, 2022 – December 31, 2022 (the “Applicable Period”)

The Board has authorized me, by resolution dated March 1, 2023 to declare to you as follows:

After making inquiries of the Director of Long-Term Care, Mike Blackmore and other appropriate officers of the Health Service Provider (the “HSP”) and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of the *Connecting Care Act, 2019* and with any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the Ontario Health and the HSP effective April 1, 2022.

Craig Kelley
Chief Administrative Officer/Clerk

Peter Emon
Warden County of Renfrew

Schedule E – Form of Compliance Declaration Cont'd.

Appendix 1 - Exceptions

[Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.]

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO RESCIND BY-LAW 37-22, BEING A BY-LAW TO APPROVE A VACCINATION POLICY
FOR LONG-TERM CARE HOMES**

WHEREAS the Council of the Corporation of the County of Renfrew enacted By-law 37-22 on March 30, 2022 to approve a Vaccination Policy for Long-Term Care Homes.

WHEREAS it is necessary to rescind By-law 37-22 in order to revoke the Long-Term Care Policy G-009 Vaccination Policy;

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

1. That By-law 37-22, being a By-law to approve a Vaccination Policy for Long-Term Care Homes be rescinded on March 1, 2023.
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 1st day of March 2023.

READ a second time this 1st day of March 2023.

READ a third time this 1st day of March 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
POLICY: COVID-19 Vaccination for County of Renfrew LTCH's			
DATE: Mar 28/22	REV. DATE: Policy to be revoked March 1, 2023	COVERAGE: All Employees/ Caregivers/ Visitors	PAGE #: 1 of 11

BACKGROUND

The County of Renfrew Department of Long-Term Care wishes to establish a policy that accurately reflects its duty to protect the health and safety of both our vulnerable Long-Term Care residents and the workforce without sacrificing its duty to comply with laws related to Human Rights and Privacy.

We continue to strive to achieve a balance between protecting residents from the evolving level of COVID-19 risk, and supporting overall quality of life and health and wellbeing of residents and their valued team members. We also remain conscious of the need to mitigate staffing pressures to ensure that we continue to provide high quality of care, while seeking to enhance staff satisfaction and experience.

In accordance with Ministry of Health (MOH) guidance, the *County of Renfrew Long-Term Care Home COVID-19 Vaccination Policy* is developed based on science, current best practices, regulatory review, and public health expertise in the context of the evolving global COVID-19 pandemic.

Vaccination remains the best defense against COVID-19, and, combined with other preventative measures, high vaccination rates help limit and prevent the spread of this virus in Long-Term Care homes. Vaccination against COVID-19 helps reduce the number of new cases, and, most importantly, reduces severe outcomes including hospitalizations and death due to COVID-19 in both residents and others who may be present in the long-term care environment.

Frontline healthcare workers can be at risk for occupational exposure and can potentially transmit infection to vulnerable populations. Healthcare workers are essential to the provision of healthcare, and their absence due to illness could compromise health system capacity.

Optimizing the protection of healthcare workers can help to balance any disproportionate burden of those taking on additional risks to protect the public, thereby upholding the ethical principle of reciprocity. Maintaining health system capacity is crucial to minimize serious illness and overall deaths while minimizing societal disruption as a result of the COVID-19 pandemic.

While the primary 2-dose COVID-19 vaccine series provided heroic efficacy against COVID-19, emerging evidence has now demonstrated a considerable decrease in COVID-19 vaccine protection against COVID-19 infection over time, and reduced efficacy against the variants of concern (VoC's) including the now predominant Delta and Omicron variants and sub-variants.

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
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“Booster Doses” are COVID-19 vaccines administered after the primary 2-dose series. The intent of a booster dose is to restore the protection that may have decreased to a level that is no longer sufficient for prevention or protection against COVID-19 and/or VoC's. Studies have evidenced improved vaccine efficacy with the booster dose against both the Delta and Omicron variants.

In high-risk settings like long-term care homes, vaccines have proven to be very effective against severe illness and outcomes, especially with a third or fourth dose. Evidence shows that boosters are highly effective against severe outcomes, including hospitalizations and death, with a third dose restoring protection from hospitalization to 95%.

This means people who received a third dose are less likely to become infected and then pass the virus to others.

With less people infected within long-term care homes, residents can enjoy the freedoms that support theirs and their family's overall health and wellbeing. Additionally, with less COVID-19 infections, there is a decreased risk for workers and lessened impact on the workforce as a whole, resulting in reduced staffing challenges and an overall improved experience for workers.

POLICY STATEMENT

This policy is intended to proactively protect those who are at greatest risk of both exposure and serious harms due to COVID-19, prior to severe outcomes being observed.

The County of Renfrew will take every reasonable precaution in the circumstances for the protection of both vulnerable long-term Care residents in accordance with the Long-Term Care Homes Act, 2007, and workers from the hazards of COVID-19 per *Occupational Health and Safety Act, 1990 (“OHSA”)*, O. Reg. 79/10, and any other applicable legislation or Directives. The County endeavors to encourage, support and maximize COVID-19 vaccination in its workplaces, and recognizes it as a critical preventative and control measure.

Towards this effort, a transparent and evidenced based risk analysis framework will be applied to guide the determination of appropriate infection prevention and control and health and safety measures.

The National Advisory Committee on Immunization (NACI) has outlined key considerations in determining risk, inclusive of immunization status and requirements for booster dose(s) of the

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
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COVID-19 vaccine. This risk analysis will guide decision-making, and support re-evaluation at appropriate intervals. **This policy be revoked effective March 1, 2023.**

	Assessment of:	Considerations:
Jurisdictional	Local epidemiology	<ul style="list-style-type: none"> • Circulation of virus, including VoC • Evidence of decreasing protection against severe disease, infection, transmission
	Health system capacity and access	<ul style="list-style-type: none"> • Limited health system capacity to withstand a surge in cases • Reduced access to health care
	Vaccine coverage of primary series in the population	<ul style="list-style-type: none"> • Lower vaccine coverage at a regional population level leads to lower indirect protection and higher risk of breakthrough infection
Individual	Risk of increased waning of protection and/or less protection	<ul style="list-style-type: none"> • Shorter interval between doses in the primary series • Longer time since completion of primary series • Moderately to severely immunocompromised individuals • Vaccination with only viral vector vaccines
	Risk of severe illness from COVID-19	<ul style="list-style-type: none"> • Older age • Underlying medical condition (including those who are immunocompromised and who received a three-dose primary series) • Racialized and marginalized populations who have been disproportionately affected due to a number of intersecting equity factors
	Risk of transmission to individuals at increased risk of severe illness from COVID-19	<ul style="list-style-type: none"> • Close contact with those at risk for severe disease (e.g., healthcare provider, primary caregiver) • Decreased ability to physically distance (e.g., congregate living settings) • Decreased access to infection prevention and control measures

(Source: [Public Health Agency of Canada \(December 2021\). An Advisory Statement \(ACS\) National Advisory Committee on Immunization \(NACI\) Guidance on booster COVID-19 vaccine doses in Canada – Update December 3, 2021. Retrieved electronically March 10, 2022.](#))

Based on risk analysis, the precautionary principle supports mandatory vaccination of all County of Renfrew Long-Term Care employees, students, volunteers, support workers, essential caregivers, and general visitors against COVID-19 in accordance with the highest level of protection medically recommended for the Long-Term Care Sector.

Vaccination Requirements for all County of Renfrew Long-Term Care employees, students, volunteers, support workers, and essential caregivers include:

- a) all required doses of a COVID-19 vaccine to be fully vaccinated against COVID-19

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
POLICY: COVID-19 Vaccination for County of Renfrew LTCH's			
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- b) booster dose(s) of a COVID-19 vaccine authorized by Health Canada in accordance with the highest-level protection medically recommended for the long-term care sector.
- c) with 14 days passing after receiving last vaccine (*This 14 days will need to be considered in the context of staffing, and onboarding for new employees*)

General visitors, contract workers and children aged 5-11 are required to provide proof of vaccination including a minimum of the primary 2-doses of a COVID-19 vaccine approved by Health Canada with 14-days passing after receiving their last vaccine.

Visitors of any kind who are not fully vaccinated as outlined above are restricted to outdoor visits, based on the ability of the home to reasonably accommodate.

Exceptions:

- A General Visitor or caregiver attending the home to visit or attend to a resident receiving palliative end-of-life care
- Children/Infants under the age of five (5) provided no vaccine has been approved for this demographic.
- A support worker who is attending the home for emergency or palliative situations, to provide timely medical care, or for the sole purpose of making a delivery

Booster doses following COVID-19 infection confirmed via Rapid Antigen Test (RAT), and/or PCR:

- Individuals who have tested positive for COVID-19 after their primary 2-dose vaccine series, but before receiving the booster dose may be recommended to wait to receive their booster dose until 90 days after testing positive, however, they may receive their booster once they are asymptomatic and isolation completed (with informed consent).

In this event, the individual is required to provide the home with the date of positive RAT/PCR test, and must provide proof of receiving their booster dose no more than 90 days from date of positive test.

POLICY SCOPE

This policy applies to all County of Renfrew Department of Long-Term Care employees, students, volunteers, support workers, essential caregivers, and general visitors. This policy covers the following content:

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
POLICY: COVID-19 Vaccination for County of Renfrew LTCH's			
DATE: Mar 28/22	REV. DATE: Policy to be revoked March 1, 2023	COVERAGE: All Employees/ Caregivers/ Visitors	PAGE #: 5 of 11

- Proof of vaccination
- Non-vaccinated parties
- Accommodations
- Encouraging vaccination
- Enforcement
- Roles and responsibilities
- Privacy and confidentiality
- Amendments

Consult the appropriate Collective Agreement for any deviations to this policy.

POLICY DEFINITIONS

Covered individuals includes any staff member, student/trainee, volunteer, or other designated essential caregiver currently working in-person in a health care organization, including workers and general visitors that are not providing direct patient care and are frequently in the patient environment (i.e. cleaning staff, research staff, or other administrative staff).

COVID-19 is the infectious disease caused by SARS-CoV-2, a highly contagious virus.

Vaccine(s) refers to a vaccine approved by Health Canada for use in Canada in relation to COVID-19.

Vaccination refers to the administration of a vaccine to protect individuals from COVID-19. It may include the administration of one or more doses of a vaccine.

Vaccinated refers to an individual who has received all recommended doses of a vaccine that is recommended or required **with 14 days passing after receiving last vaccine**.

POLICY CONTENT

1. Proof of Vaccination

Covered individuals who receive COVID-19 vaccinations are required to submit proof of vaccination using the Ontario Ministry of Health receipt or equivalent with 14 days passing after receiving last vaccine to be permitted access to the Home. **Any covered individuals that begins to work at the County of Renfrew Department of Long-Term Care are required to submit proof of vaccination as a condition of employment.**

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: General			POLICY #: G-010
POLICY: COVID-19 Vaccination for County of Renfrew LTCH's			
DATE: Mar 28/22	REV. DATE: Policy to be revoked March 1, 2023	COVERAGE: All Employees/ Caregivers/ Visitors	PAGE #: 6 of 11

Vaccination status information, including vaccine type and the date, time, and location for each vaccine dosage, will be collected, used and disclosed pursuant to The County's Privacy policy, the terms of this policy, and all applicable privacy legislation. Vaccination status information will only be collected, used and disclosed as required for the reasonable purpose of:

- Health and safety planning and as a reasonable precaution to ensure the health and safety of the workforce amidst a pandemic;
- Limited disclosure to County clients as required by the terms of the service relationship or when determined to be necessary and lawful by the County; and
- Administering this policy.
- A receipt of vaccination can be obtained by logging into the Ontario COVID-19 portal at <https://covid19.ontariohealth.ca/>. An acceptable Ontario receipt will look like this:

Ontario 

Ministry of Health
Ministère de la Santé

Name/Nom: [REDACTED]
Health Card Number/Numéro de la carte Santé: #####1032
Date of Birth/Date de naissance: [REDACTED]
Date/Date: 2021-05-29, 1:43 p.m.
Agent/Agent: COVID-19_mRNA
Product Name/Nom du produit: PFIZER-BIONTECH COVID-19 VACCINE mRNA
Diluent Product: PFIZER Diluent 0.9% Sodium Chloride
Lot/Lot: EW0216
Dosage/Dosage: 0.3
Route/Voie: Intramuscular / intramusculaire
Site/Site: Left deltoid / deltoïde gauche
You have received 1 valid dose(s) / Vous avez reçu 1 dose(s) valide(s)
Vaccine Administered By/Vaccin Administré par: [REDACTED] L.H., Registered Nurse
Authorized Organization/Organisme agréé:
Note: Only valid doses are counted / Remarque: Seules les doses valides sont comptées

Please remain on the premises for the next 15 minutes for observation. You are free to leave the vaccination clinic at: 1:58 PM / Veuillez rester sur place pendant les 15 prochaines minutes aux fins d'observation. Vous pouvez quitter la séance de vaccination à 1:58 PM.

2. Non-vaccinated Parties

Covered individuals who do not submit proof of vaccination will be deemed non-vaccinated and will be denied access to the home. Staff will remain on or be placed on an unpaid leave of absence.

3. Accommodation

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The County is committed to a workplace free from discrimination and harassment in accordance with the *Ontario Human Rights Code, 1990*. The County will provide reasonable accommodation for covered individuals belonging to a prohibited ground under the *Code*, short of undue hardship. Covered individuals who refuse vaccination due to personal preference do not qualify for accommodation under the *Code*.

Covered individuals seeking accommodation must identify the specific prohibited ground they believe exempts them from vaccination. Those who request accommodation must reasonably participate in the accommodation process by providing information related to the relevant prohibited ground, any limitations or restrictions that exist, and any remedies that may enable accommodation. To discuss possible exemptions related to a prohibited ground, covered individuals should contact their immediate Supervisor and Human Resources. If an exemption is medical in nature, covered individuals should contact an Employee Health Coordinator directly.

Medical Exemptions:

Individuals must provide proof of a valid medical exemption in the form of an enhanced vaccination certificate that:

- confirms that the individual cannot be vaccinated against COVID-19 or cannot receive a subsequent dose of a COVID-19 vaccine for a medical reason
- is issued in accordance with Ministry of Health's guidance on Medical Exemptions to COVID-19 vaccination (as amended)
- specifies the effective time-period for the medical exemption

If the medical exemption is time-limited, the covered individual is required to provide proof of vaccination within 30 days of the medical exemption expiring.

4. Encouraging Vaccination

To maximize vaccination rates for its workforce, the County will, to the extent possible:

- Assist covered individuals by providing information on COVID-19 vaccination and locations where COVID-19 vaccinations may be administered; and
- Approve reasonable time off requests for covered individuals to access vaccination during work hours with no loss of wages, wherever possible.
- Endeavor to provide on-site access to COVID-19 Vaccination during working hours to facilitate accessibility to the vaccine.

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Education: County of Renfrew Long-Term Care Homes shall make available to staff, support workers, student placements, volunteers and caregivers education and/or resources that includes the following information:

- a) how COVID-19 vaccines work
- b) vaccine safety related to the development of the COVID-19 vaccines
- c) the benefits of vaccination against COVID-19
- d) risks of not being vaccinated against COVID-19
- e) possible side effects of COVID-19 vaccination

5. Enforcement

Employees placed on a general non-statutory unpaid leave of absence are subject to Policy E-08 General and Unpaid Leaves of Absences, which outlines the impacts to employee benefit entitlements.

If misleading or false information has been provided with respect to vaccination status, test results or accommodation the County of Renfrew may issue discipline in accordance with Policy H-02 Discipline and Dismissal where necessary.

Vaccination reduces the chance that you will get sick or infected if you are exposed to COVID-19. A layered approach to workplace infection prevention and control measures reduce the chance of being exposed to the virus. COVID-19 vaccines do not replace the need for strict adherence to established COVID-19 public health measures.

Communication: The County of Renfrew shall ensure that information on the proof of vaccination requirements, is communicated to all covered individuals and to residents and their substitute decision makers.

Communication will include the consequences for individuals who do not provide proof of vaccination, (or approved accommodation) including that they cannot attend the home for the purpose of working, undertaking a student placement, volunteering, or visiting or attending to a resident within the Long-Term Care Home.

Any additional consequences shall be in accordance with the licensees applicable human resource policies, collective agreements, and any applicable legislation, directives and policies.
(Source: [Ministers Directive: Long-Term care Home COVID-19 Immunization Policy](#))

County of Renfrew Long-Term Care Homes Policy			
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6. Roles and Responsibilities

The County of Renfrew recognizes that we all play a role in upholding this policy. The following outlines the various roles and responsibilities placed on all parties in the workplace.

The Employer is responsible for the following:

- Compliance with this policy, and all applicable legal obligations with respect to occupational health and safety, human rights, privacy and other relevant legislation;
- Ensure protection of all covered individuals and take all reasonable precautions to this end;
- Establish, and review as required, all personal protective equipment requirements and preventive measures needed to reasonably protect its workforce from COVID-19;
- Maintain the dignity, privacy and respect of all covered individuals on matters related to this policy; and

Supervisors are responsible for the following:

- Comply with this policy and fulfil all responsibilities assigned to Supervisors;
- Ensure protection of all covered individuals and take all reasonable precautions to this end;
- Ensure covered individuals are using personal protective equipment and following preventive and control measures set by the County;
- Work with management to collectively administer this policy.

Covered individuals are responsible for the following:

- Comply with all aspects of this policy;
- Use all personal protective equipment required under this policy; and
- Follow all preventive and control measures set by the County with respect to COVID-19.

County of Renfrew Long-Term Care Homes Policy			
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7. Privacy and Confidentiality

- Information pertaining to medical contraindication, and/or confirmation with respect to any other exemption granted will be collected and stored by the Occupational Health Department.
- Supporting documentation related to any non-medical request for an exemption will be collected and maintained by Human Resources.
- This information will be used internally by the County for the purpose of administration of the policy, outbreak planning and management, workforce management, scheduling and as otherwise permitted or required by law. It will be held in confidence, securely stored and shared only as required to achieve these purposes.
- Staff should note that the County may be required to collect and maintain statistical information and, on request of the Office of the Chief Medical Officer of Health, may need to disclose the statistical information to the Ministry of Health.
- Any other disclosure in accordance with this policy will be de-identified and/or aggregated, unless permitted or required by law (e.g., occupational health or public health reporting etc.).
- Any questions about the collection, use or disclosure of this information should be directed to Human Resources.

8. Amendments

The County will review this policy and update it reasonably as required to mirror the evolving evidence, and nature of the pandemic.

Reference Documents:

- Government of Canada. COVID-19 vaccine: Canadian Immunization Guide. Retrieved electronically March 11, 2022)
- Government of Ontario. (February 10, 2022) Ministers Directive: Long-term care home COVID-19 immunization policy. Retrieved electronically March 11, 2022)
- Occupational Health and Safety Act, R.S.O. 1990, c. O.1. Retrieved electronically March 10, 2022.

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- Ontario Ministry of Health (February 2022). COVID-19 Vaccine Third Dose Recommendations. Retrieved electronically March 10, 2022.
- Ontario Ministry of Health (February 2022). RESOURCE GUIDE: MINISTERS DIRECTIVE LONG-TERM CARE HOME COVID-19 IMMUNIZATION POLICY. Retrieved electronically March 22, 2022.
- Long-Term Care Homes Act, 2007, S.O. 2007, c. 8. Retrieved electronically March 11, 2022.
- O. Reg. 79/10: GENERAL under Long-Term Care Homes Act, 2007, S.O. 2007, c. 8. Retrieved electronically March 11, 2022.
- Public Health Agency of Canada (December 2021). An Advisory Statement (ACS) National Advisory Committee on Immunization (NACI) Guidance on booster COVID-19 vaccine doses in Canada – Update December 3, 2021. Retrieved electronically March 10, 2022.

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW TO AMEND BY-LAW 84-09 BEING A BY-LAW
PROHIBITING SMOKING ON THE PROPERTY OF BONNECHERE
MANOR AND MIRAMICHI LODGE
BY RESIDENTS, STAFF AND THE GENERAL PUBLIC**

WHEREAS Section 115, of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, permits a municipal to pass by-laws prohibiting and regulating the smoking of tobacco and the carrying of lighted tobacco products in public places;

AND WHEREAS the Council of the Corporation of the County of Renfrew deems it desirable to amend the non-smoking designation of Bonnechere Manor and Miramichi Lodge to permit residents that reside in the County of Renfrew Long-Term Care Homes to smoke on the property no closer than nine metres from the entrance to each Home, in compliance with the Smoke Free Ontario Act, 2017;

AND WHEREAS the Council of the Corporation of the County of Renfrew continues to deem it necessary to prohibit smoking on the property of Bonnechere Manor and Miramichi Lodge by staff and the general public.

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

- I. 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 this by-law shall come into force and take effect upon the passing thereof.

READ a first time this 1st day of March 2023.

READ a second time this 1st day of March 2023.

READ a third time and finally passed this 1st day of March 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

County of Renfrew Long-Term Care Homes Policy			
DEPARTMENT: GENERAL			POLICY #: G-009
POLICY: Smoking Regulations			
ORIGINAL DATE: March 1994	DATE LAST REVIEWED: March 1, 2023	COVERAGE: All Residents, Staff/Volunteers/Public	PAGE #: 1 of 1

POLICY:

This policy is intended to ensure that a safe and healthy environment is maintained for residents, staff and visitors while meeting the Ministry of Health and Ministry of Long Term Care regulations, the Tobacco Control Act and the new Smoke Free Ontario Act. It specifically addresses the responsibilities of residents, staff, and visitors and also the actions that will be taken to address unsafe smoking practices in violation of the Home's smoking regulations. It is imperative that all parties involved understand the need for total co-operation and strict adherence to these regulations in order to provide greater safety and compliance to legislation. It is understood that this policy extends to any smoking-related materials, including tobacco, cannabis, electronic cigarettes, and any other substances.

Effective March 1, 2023 residents of the County of Renfrew Long-Term Care Homes will be permitted to smoke on the property no closer than nine metres from the entrance to each Home or in designated areas, in compliance with the Smoke Free Ontario Act, 2017.

Residents	Staff *	Public
1. Smoking is not permitted inside the long-term care homes. 2. Smoking is only permitted on the property no closer than nine metres from the entrance to each Home or in designated areas, in compliance with the Smoke Free Ontario Act, 2017.	First Offence: Five (5) Unpaid Suspension from Duty Second Offence: Termination of Employment	1. Immediate extinguishing of smoking materials 2. Written notification by staff to the Administrator or Designate. 3. Written warning noting that if the individual refuses to comply, further actions may be taken up to and including being banned from the Home and property.

* Smoking compromises staff and public safety; employees who are aware or ought to have been aware of non-adherence to this Policy are subject to the same disciplinary action.

The Council of the Corporation of the County of Renfrew continues to deem it necessary to prohibit smoking on the property of Bonnechere Manor and Miramichi Lodge by staff and the general public. This policy will be reviewed in six months and again in twelve months.

COUNTY OF RENFREW
2023 BUDGET
GENERAL REVENUE FUND

Appendix LTC-IV

	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>			<u>Unchanged</u>	<u>2.5% target</u>			
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Service</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
			<u>pressure</u>				<u>Variance %</u>				
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%	2.5%	1,490,227	1,453,880	1,418,419
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
OTHER LONG TERM CARE	0	94,950	0	94,950	94,443	507	0.5%	0.5%	39,258	98,052	97,783
OTTAWA VALLEY HEALTH TEAM	0	0	0	0	0	0			0	0	0
HEALTH UNIT	0	1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
PARAMEDIC SERVICE	0	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Paramedic - Other	0	0	0	0	0	0			126,021	0	0
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	2.5%	89,269	93,997	99,869
Health Committee	0	13,704,109	(2,152,497)	15,856,606	13,376,273	2,480,333	18.5%	2.5%	15,778,104	12,459,017	12,260,625

COUNTY OF RENFREW 2023											
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>BUDGET</u>		<u>Unchanged</u>	<u>2.5% target</u>				
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>2023 Budget -</u>	<u>GENERAL REVENUE FUND</u>	<u>Service</u>	<u>2.5% target</u>		<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
			<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>			
<u>BONNECHERE MANOR</u>	<u>0</u>	<u>1,512,178</u>	<u>(162,311)</u>	<u>1,674,489</u>	<u>1,475,296</u>	<u>199,193</u>	<u>13.5%</u>	<u>2.5%</u>	<u>1,490,227</u>	<u>1,453,880</u>	<u>1,418,419</u>
Total Municipal Cost		2,256,983	(242,255)	2,499,238	2,201,935	297,303	13.5%	2.5%	2,148,229	2,095,833	2,044,715
Recoveries - City of Pembroke		(744,805)	79,944	(824,749)	(726,639)	(98,110)	13.5%	2.5%	(658,002)	(641,953)	(626,296)
<u>MIRAMICHI LODGE</u>	<u>0</u>	<u>1,265,827</u>	<u>(64,467)</u>	<u>1,330,294</u>	<u>1,234,953</u>	<u>95,341</u>	<u>7.7%</u>	<u>2.5%</u>	<u>1,247,451</u>	<u>1,217,026</u>	<u>1,153,502</u>
Total Municipal Cost		1,889,293	(96,220)	1,985,513	1,843,213	142,300	7.7%	2.5%	1,798,257	1,754,398	1,662,826
Recoveries - City of Pembroke		(623,467)	31,753	(655,219)	(608,260)	(46,959)	7.7%	2.5%	(550,806)	(537,372)	(509,324)
<u>OTHER LONG TERM CARE</u>	<u>0</u>	<u>94,950</u>	<u>0</u>	<u>94,950</u>	<u>94,443</u>	<u>507</u>	<u>0.5%</u>	<u>0.5%</u>	<u>39,258</u>	<u>98,052</u>	<u>97,783</u>
North Renfrew Long Term Care		140,959		140,959	140,959	0	0.0%	0.0%	56,593	141,346	140,959
Recoveries - City of Pembroke		(46,009)		(46,009)	(46,516)	507	-1.1%	-1.1%	(17,335)	(43,294)	(43,176)
<u>HEALTH SERVICES</u>	<u>0</u>	<u>1,767,955</u>	<u>(750,555)</u>	<u>2,518,510</u>	<u>1,733,289</u>	<u>785,221</u>	<u>45.3%</u>	<u>2.0%</u>	<u>1,733,289</u>	<u>1,598,003</u>	<u>1,452,730</u>
Renfrew County & District Health Unit		1,767,955	(750,555)	2,518,510	1,733,289	785,221	45.3%	2.0%	1,733,289	1,598,003	1,452,730
<u>OTTAWA VALLEY HEALTH TEAM</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>		<u>0</u>	<u>0</u>	<u>0</u>
Salaries and Benefits		357,172		357,172	0	357,172			0		
Purchases		617,828		617,828	0	617,828			2,518		
Recoveries - Provincial		(975,000)		(975,000)	0	(975,000)			(2,518)		

COUNTY OF RENFREW 2023

		<u>2023 Budget -</u>		<u>2023 Budget -</u>	<u>BUDGET</u>		<u>Unchanged</u>				
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2.5% target</u>	<u>2023 Budget -</u>	<u>GENERAL REVENUE FUND</u>		<u>Service</u>	<u>2.5% target</u>			
	<u>Enhancement</u>	<u>2.5%</u>	<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
PARAMEDIC SERVICE	0	8,883,667	(1,175,163)	10,058,830	8,663,139	1,395,691	16.1%	2.5%	11,052,589	7,998,059	8,038,322
Admin - Admin Charge		192,891		192,891	196,650	(3,759)	-1.9%	-1.9%	198,403	117,260	105,720
Admin - Medications		125,000		125,000	67,958	57,042	83.9%	83.9%	129,266	147,723	76,533
Admin - Communication & Computing		275,000		275,000	250,606	24,394	9.7%	9.7%	276,040	252,629	199,492
Admin - Conferences & Conventions		5,500		5,500	4,500	1,000	22.2%	22.2%	153	227	1,472
Admin - Employee Benefits		569,529		569,529	514,523	55,006	10.7%	10.7%	423,490	312,658	218,427
Admin - HR Charge		258,308		258,308	243,664	14,644	6.0%	6.0%	207,283	157,501	153,785
Admin - IT Charge		50,459		50,459	48,686	1,773	3.6%	3.6%	49,299	48,360	47,435
Admin - Internal Lease		113,300		113,300	110,000	3,300	3.0%	3.0%	65,223	21,000	0
Admin - Legal		20,000		20,000	40,000	(20,000)	-50.0%	-50.0%	101,480	13,227	26,032
Admin - Office Expenses		50,000		50,000	40,775	9,225	22.6%	22.6%	83,195	62,335	44,316
Admin - Professional Development		36,000	(9,000)	45,000	45,000	0	0.0%	-20.0%	40,414	31,553	41,862
Admin - Purchased Service		140,000		140,000	137,190	2,810	2.0%	2.0%	147,548	110,004	34,094
Admin - Salaries		2,069,671		2,069,671	1,844,746	224,925	12.2%	12.2%	1,712,275	1,435,611	940,999
Admin - Special Projects		0		0	0	0			13,295	31,093	30,200
Admin - Travel		50,000		50,000	40,000	10,000	25.0%	25.0%	11,771	26,982	44,535
Admin - Spec Proj - PTSD Prevention & Fatigue Risk		50,000		50,000	0	50,000			541,341	463,580	870
Capital - Under Threshold		0			0	0			0	0	0
Depreciation		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,142,669	972,482
Paramedic - Base Station Costs-Internal		431,045		431,045	416,450	14,595	3.5%	3.5%	405,063	397,671	390,494
Paramedic - Base Station Costs-External		78,000		78,000	78,471	(471)	-0.6%	-0.6%	77,686	50,421	41,907
Paramedic - Base Station Costs - Expenses		64,000		64,000	74,000	(10,000)	-13.5%	-13.5%	59,913	51,229	65,114
Paramedic - Benefits		3,952,045	(164,036)	4,116,081	2,941,792	1,174,289	39.9%	34.3%	5,253,307	3,672,452	3,258,808
Paramedic - Insurance		194,213		194,213	170,529	23,684	13.9%	13.9%	159,099	135,360	121,985
Paramedic - Insurance Claims Costs		10,000		10,000	10,000	0	0.0%	0.0%	10,052	4,514	24,217
Paramedic - Leased Equipment		12,000		12,000	11,869	131	1.1%	1.1%	11,869	11,869	126,858
Paramedic - Uniform/Laundry		150,000		150,000	145,000	5,000	3.4%	3.4%	176,948	163,999	136,540
Paramedic - Salaries		9,624,744	(370,285)	9,995,029	9,858,725	136,304	1.4%	-2.4%	10,148,115	12,078,878	10,285,073
Paramedic - LHIN		0			0	0			0	0	0
Paramedic - COVID		0			0	0			432,864	911,050	
Paramedic - Small Equipment & Supplies		390,000		390,000	386,540	3,460	0.9%	0.9%	510,580	347,339	327,635
Paramedic - Vehicle Operation & Maintenance		700,000		700,000	504,186	195,814	38.8%	38.8%	608,882	557,129	493,238
Paramedic - PW Salary Allocations		103,112		103,112	92,876	10,236	11.0%	11.0%	91,098	88,689	86,985
Federal Revenue - DND / Indigenous		0		0	0	0			(40,831)	(203,905)	(247,997)
Federal Revenue - PTSI Prevention & Fatigue		(50,000)		(50,000)	0	(50,000)			(541,341)	(474,080)	(1,570)
Provincial Revenue - LHIN		0		0	0	0			0	0	0
Provincial Subsidy - Operating		(9,647,743)		(9,647,743)	(9,312,565)	(335,178)	3.6%	3.6%	(9,050,983)	(8,636,818)	(8,531,221)
Provincial Subsidy - One Time		0		0	0	0			(610,775)	(3,340,347)	0
Recovery - County		(29,219)		(29,219)	(28,646)	(573)	2.0%	2.0%	(28,153)	(27,738)	(27,193)
Recovery - Cross Border		20,000		20,000	20,000	0	0.0%	0.0%	18,742	0	0
Recovery - Donations		(3,000)		(3,000)	(2,000)	(1,000)	50.0%	50.0%	(16,034)	(18,700)	(7,453)
Recovery - Interest		(40,000)		(40,000)	(40,000)	0	0.0%	0.0%	(32,816)	(39,317)	(73,480)
Recovery - Other Agency		0		0	0	0			0	(1,564,922)	(45,619)
Recovery - Insurance Proceeds		0		0	0	0			0	(7,750)	0
Revenue - Other		(125,000)		(125,000)	(125,000)	0	0.0%	0.0%	(109,944)	(123,408)	(217,773)
Surplus Adjustment - Trf To Reserves		1,200,000		1,200,000	1,121,000	79,000	7.0%	7.0%	1,106,381	1,881,553	972,482
Surplus Adjustment - Capital		2,445,000		2,445,000	1,915,000	530,000	27.7%	27.7%	1,044,691	570,383	1,013,155
Surplus Adjustment - Depreciation		(1,200,000)		(1,200,000)	(1,121,000)	(79,000)	7.0%	7.0%	(1,106,381)	(1,142,669)	(972,482)
Surplus Adjustment - Trf From Reserves-wsib		(621,547)	(621,547)	0	0	0					
Surplus Adjustment - Trf From Reserves		(2,445,000)		(2,445,000)	(1,915,000)	(530,000)	27.7%	27.7%	(1,044,691)	(570,383)	(965,000)
Municipal Contribution - City of Pembroke-wsib		(81,796)	(81,796)	0	0	0					
Municipal Contribution - City of Pembroke		(1,452,845)	71,501	(1,524,346)	(1,244,386)	(279,960)	22.5%	16.8%	(1,587,609)	(1,148,852)	(1,154,635)

COUNTY OF RENFREW 2023										
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>BUDGET</u>		<u>Unchanged</u>	<u>2.5% target</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>2023 Budget -</u>	<u>GENERAL REVENUE FUND</u>	<u>Service</u>	<u>Variance %</u>			
			<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>			
Paramedic - Other	0	0	0	0	0	0	-	126,021	0	0
Paramedic - Comm Paramedic LTC - Sal/Ben		1,515,276		1,515,276	1,600,000	(84,724)	-5.3%	2,232,170		
Paramedic - Comm Paramedic LTC - monitoring		120,000		120,000		120,000				
Paramedic - Comm Paramedic LTC - vehicle costs		400,000		400,000	400,000	0	0.0%	0.0%		
Paramedic - Comm Paramedic LTC - Expenses		329,724		329,724		329,724		462,230		
Surplus Adjustment - Capital		0				0		(25,919)		
Surplus Adjustment - Depreciation		0				0		308,668		
Provincial Revenue - Comm Paramedic - LTC		(2,000,000)		(2,000,000)	(2,000,000)	0	0.0%	(2,851,127)		
Paramedic - Vaccine Sal/Ben		370,000		370,000	370,000	0	0.0%	564,831		
Paramedic - Vaccine Expenses		20,000		20,000	20,000	0	0.0%	16,681		
Paramedic - Vaccine Prov Revenue		(390,000)		(390,000)	(390,000)	0	0.0%	(581,513)		
Paramedic - VTAC - Sal/Ben		1,062,082		1,062,082	621,552	440,530	70.9%	1,371,692		
Paramedic - VTAC - Expenses		137,918		137,918	578,448	(440,530)	-76.2%	88,173		
Provincial Revenue - VTAC		(1,200,000)		(1,200,000)	(1,200,000)	0	0.0%	(268,791)		
Recovery - VTAC Other Agency		0						(1,191,074)		
Paramedic - VTAC Admin - Sal/Ben		745,000		745,000	745,000	0	0.0%	236,848		
Paramedic - VTAC Admin - Expenses		20,000		20,000				16,157		
Provincial Revenue - VTAC Admin		(765,000)		(765,000)	(745,000)	(20,000)	2.7%	(253,005)		
Paramedic - Community Paramedic-Sal/Ben		0			365,000	(365,000)	-100.0%	381,708	285,178	300,222
Provincial Revenue - Comm Paramedic/HISH		(365,000)		(365,000)	(365,000)	0	0.0%	(381,708)	(285,178)	(300,222)
EMERGENCY MANAGEMENT	0	179,532	0	179,532	175,153	4,379	2.5%	89,269	93,997	99,869
911		60,000		60,000	60,000	0	0.0%	49,654	49,654	51,725
Admin Charge (Paramedic Service)		29,219		29,219	28,646	573	2.0%	28,153	27,739	27,193
Internal Charge - GIS Flood Mapping		15,000	15,000	0	0	0		0	0	0
Emergency Management		33,000		33,000	33,000	0	0.0%	17,917	21,857	73,604
Fire Services Charges		100,000		100,000	100,000	0	0.0%	107,438	100,332	107,611
Purchased Service		47,313	(15,000)	62,313	58,507	3,806	6.5%	0	0	0
Recoveries - Other		(105,000)		(105,000)	(105,000)	0	0.0%	(113,893)	(105,585)	(160,264)

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged</u> <u>Service</u> <u>Variance %</u>	<u>2.5% target</u> <u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>CLIENT PROGRAMS & SERVICES</u>		<u>1,013,827</u>	<u>(19,492)</u>	<u>1,033,319</u>	<u>1,121,944</u>	<u>(88,625)</u>	<u>-7.9%</u>	<u>-9.6%</u>	<u>801,322</u>	<u>895,447</u>	<u>804,183</u>
Salaries		800,334		800,334	865,872	(65,538)	-7.6%	-7.6%	585,505	711,227	623,412
Employee Benefits		170,742		170,742	166,638	4,104	2.5%	2.5%	153,184	139,528	121,514
Salary Allocations		34,191		34,191	63,520	(29,329)	-46.2%	-46.2%	25,873	34,447	38,190
Computers - Operation/Maint		7,440		7,440	5,302	2,138	40.3%	40.3%	1,234	883	4,518
Depreciation		2,400		2,400	1,623	777	47.9%	47.9%	1,793	776	774
Equipment - Replacements		0	(4,000)	4,000	4,000	0	0.0%	-100.0%	1,138	703	1,073
Equipment Operation/Maint.		670		670	670	0	0.0%	0.0%	113	390	137
Hobby Crafts		0	(500)	500	500	0	0.0%	-100.0%	26	355	613
New Horizons		0		0		0					0
New Horizons - Federal Subsidy		0		0		0					0
Office Supplies		0		0		0			181	(355)	0
Other - Cable TV		0		0		0					2,358
Purchased Services		5,400		5,400	5,400	0	0.0%	0.0%	23,074	4,685	5,006
Recoveries - Other		(9,950)		(9,950)	(9,950)	0	0.0%	0.0%	(3,738)	(4,790)	(9,187)
Recreation & Entertainment		5,000	(3,912)	8,912	8,912	0	0.0%	-43.9%	6,041	6,841	7,542
Special Events		0	(11,080)	11,080	11,080	0	0.0%	-100.0%	8,487	1,533	9,007
Staff Education		0		0	0	0			204	0	0
Surplus Adjustment - Depreciation		(2,400)		(2,400)	(1,623)	(777)	47.9%	47.9%	(1,793)	(776)	(774)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NURSING SERVICES</u>	<u>11,991,180</u>	<u>0</u>	<u>11,991,180</u>	<u>10,123,703</u>	<u>1,867,477</u>	<u>18.4%</u>	<u>18.4%</u>	<u>9,377,160</u>	<u>8,992,391</u>	<u>8,096,407</u>
Salaries - Direct Care	9,007,952		9,007,952	7,700,279	1,307,673	17.0%	17.0%	6,438,926	6,781,917	6,154,828
Employee Benefits - Direct Care	1,876,223		1,876,223	1,361,793	514,430	37.8%	37.8%	1,767,094	1,278,880	1,143,895
Salaries - Nursing Administration	520,441		520,441	511,021	9,420	1.8%	1.8%	508,429	468,834	436,292
Employee Benefits - Nursing Administration	137,923		137,923	133,779	4,144	3.1%	3.1%	152,530	117,852	111,162
Salary Allocation	0			0	0				0	0
Computers - Operation/Maint	33,704		33,704	29,295	4,409	15.1%	15.1%	19,907	22,159	26,636
COVID	0		0	0	0			158,278	146,581	
Depreciation	41,400		41,400	39,500	1,900	4.8%	4.8%	40,569	44,763	41,931
Equipment Operation/Maint.	6,388		6,388	4,388	2,000	45.6%	45.6%	2,538	1,091	1,611
Equipment Replacement	7,700		7,700	11,600	(3,900)	-33.6%	-33.6%	1,632	2,220	13,240
Furniture Replacements	0			0	0				0	0
High Intensity Needs - Claims Based	80,000		80,000	40,000	40,000	100.0%	100.0%	54,972	54,327	38,803
High Intensity Needs -Non Claims Based	43,362		43,362	42,822	540	1.3%	1.3%	22,743	39,491	29,650
High Intensity Needs - Prov Subsidy 95%	(76,000)		(76,000)	(38,000)	(38,000)	100.0%	100.0%	(52,224)	(51,611)	(36,863)
Incontinent Products (@\$1.20)	112,500		112,500	90,000	22,500	25.0%	25.0%	104,704	100,151	100,569
IPAC Minor Capital	0		0		0			24,667		
IPAC Expenses	0		0		0			115,314		
Clinical Decision Support	0		0		0			4,551		
Fall Prevention	18,000		18,000	18,000	0	0.0%	0.0%	11,923	8,823	10,137
Fall Prevention - Subsidy	(18,000)		(18,000)	(18,000)	0	0.0%	0.0%	(11,923)	(8,823)	(10,137)
Lab Fees	8,000		8,000	8,000	0	0.0%	0.0%	8,120	6,825	7,445
Lab Fees - Prov Subsidy	(8,000)		(8,000)	(8,000)	0	0.0%	0.0%	(8,120)	(6,825)	(7,445)
Medical Director (@\$0.30)	19,710		19,710	19,710	0	0.0%	0.0%	19,710	19,764	19,710
Medical Nursing Supplies	92,143		92,143	96,493	(4,350)	-4.5%	-4.5%	66,751	80,909	85,470
Memberships	0		0	0	0			0	0	0
Misc	1,600		1,600	1,600	0	0.0%	0.0%	148	1,339	2,947
Phys On Call - Expenses	19,044		19,044	17,100	1,944	11.4%	11.4%	18,638	18,000	18,000
Phys On Call - Prov Subsidy	(19,044)		(19,044)	(17,100)	(1,944)	11.4%	11.4%	(18,638)	(18,000)	(17,859)
Purchased Services	2,400		2,400	4,000	(1,600)	-40.0%	-40.0%	2,008	0	0
Purchased Services - Nurse Practitioner	0		0	24,494	(24,494)	-100.0%	-100.0%	18,781	0	15,526
RAI / MDS Expenses	95,922		95,922	90,429	5,493	6.1%	6.1%	94,321	95,280	92,549
RAI/MDS - Prov Subsidy	0		0	0	0			(93,948)	(94,205)	(86,864)
Nurse Practitioner (Salary & overhead)	152,056		152,056							
Recovery - PROV - Nurse Practioner	(122,844)		(122,844)	0	(122,844)					
Recoveries	0		0	0	0			(54,672)	(72,588)	(52,895)
Surplus Adjustment - Depreciation	(41,400)		(41,400)	(39,500)	(1,900)	4.8%	4.8%	(40,569)	(44,763)	(41,931)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

			<u>2023 Budget -</u>				<u>Unchanged</u>				
	<u>Budget</u>	<u>2023 Budget -</u>	<u>2.5% target</u>	<u>2023 Budget -</u>			<u>Service</u>	<u>2.5% target</u>			
	<u>Enhancement</u>	<u>2.5%</u>	<u>pressure</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>FOOD SERVICES</u>	<u>0</u>	<u>2,368,451</u>	<u>(8,900)</u>	<u>2,377,351</u>	<u>2,141,458</u>	<u>235,893</u>	<u>11.0%</u>	<u>10.6%</u>	<u>2,361,596</u>	<u>2,186,103</u>	<u>1,997,258</u>
Salaries	(2,000)	1,309,909		1,309,909	1,255,742	54,167	4.3%	4.3%	1,250,231	1,291,225	1,167,289
Employee Benefits	2,000	327,919		327,919	274,862	53,057	19.3%	19.3%	383,879	265,578	238,685
Salary Allocations		(34,191)		(34,191)	(63,520)	29,329	-46.2%	-46.2%	(61,776)	(65,963)	(68,107)
Depreciation		15,360		15,360	14,000	1,360	9.7%	9.7%	15,181	12,889	12,210
COVID		0		0	0	0			75,285	15,546	
Dietary Supplies		74,967		74,967	66,250	8,717	13.2%	13.2%	45,932	59,720	55,725
Equipment - Operation/Maint.		6,880		6,880	6,880	0	0.0%	0.0%	6,841	6,500	4,895
Computers - Operation/Maint		3,000		3,000	2,160	840	38.9%	38.9%	1,968	1,954	1,954
Equipment - Replacements		0	(4,000)	4,000	4,500	(500)	-11.1%	-100.0%	4,357	0	1,463
Other Expenses		1,350	(400)	1,750	1,750	0	0.0%	-22.9%	1,116	2,255	1,188
Professional Development		0		0	0	0				809	0
Purchased Services		600		600	600	0	0.0%	0.0%	520	453	778
Surplus Adjustment - Depreciation		(15,360)		(15,360)	(14,000)	(1,360)	9.7%	9.7%	(15,181)	(12,889)	(12,210)
Raw Food Costs		750,250		750,250	648,703	101,547	15.7%	15.7%	691,602	634,849	641,938
Raw Food Recoveries		(27,550)		(27,550)	(21,925)	(5,625)	25.7%	25.7%	(3,848)	(5,752)	(21,071)
Recoveries - Charge to ML - Supervisor		(19,909)		(19,909)	(20,174)	265	-1.3%	-1.3%	(38,254)	(21,444)	(13,028)
Recoveries		(27,407)		(27,407)	(21,503)	(5,904)	27.5%	27.5%		(10,061)	(18,631)
Replacement - Dishes / Cutlery		5,133	(4,500)	9,633	9,633	0	0.0%	-46.7%	5,711	4,654	4,756
Vending - Net		(2,500)		(2,500)	(2,500)	0	0.0%	0.0%	(1,968)	5,780	(576)
<u>HOUSEKEEPING SERVICES</u>		<u>977,754</u>	<u>(9,000)</u>	<u>986,754</u>	<u>955,771</u>	<u>30,983</u>	<u>3.2%</u>	<u>2.3%</u>	<u>1,039,836</u>	<u>1,021,685</u>	<u>879,574</u>
Salaries		745,563		745,563	730,944	14,619	2.0%	2.0%	746,753	798,120	669,120
Employee Benefits		163,260		163,260	147,379	15,881	10.8%	10.8%	223,938	157,039	144,350
Salary Allocations		(9,339)		(9,339)	(9,012)	(327)	3.6%	3.6%		0	0
Depreciation		2,220		2,220	2,223	(3)	-0.1%	-0.1%	2,217	2,223	2,217
COVID		0		0	0	0			1,322	4,216	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,032	4,851	2,056
Equipment - Replacements		2,100		2,100	2,100	0	0.0%	0.0%	2,339	470	2,171
Housekeeping Supplies		73,670	(9,000)	82,670	81,860	810	1.0%	-10.0%	67,551	66,585	72,734
Surplus Adjustment - Depreciation		(2,220)		(2,220)	(2,223)	3	-0.1%	-0.1%	(2,217)	(2,223)	(2,217)
Recoveries		0			0	0			(3,099)	(9,596)	(10,857)

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>LAUNDRY AND LINEN SERVICES</u>	<u>440,198</u>	<u>(8,000)</u>	<u>448,198</u>	<u>428,314</u>	<u>19,884</u>	<u>4.6%</u>	<u>2.8%</u>	<u>435,161</u>	<u>435,148</u>	<u>447,681</u>
Salaries	309,300		309,300	303,235	6,065	2.0%	2.0%	290,778	319,557	331,453
Employee Benefits	85,280		85,280	73,712	11,568	15.7%	15.7%	95,844	73,059	76,244
Salary Allocations	(3,623)		(3,623)	(3,486)	(137)	3.9%	3.9%	0	0	0
Bedding Etc Replacements	12,860	(8,000)	20,860	19,114	1,746	9.1%	-32.7%	15,292	15,257	18,745
Depreciation	7,428		7,428	7,300	128	1.8%	1.8%	7,429	7,450	7,429
COVID	0		0	0	0			0	1,734	
Equipment Operation/Maint.	13,800		13,800	13,800	0	0.0%	0.0%	12,721	5,465	7,893
Equipment Replacements	0		0	0	0			0	65	0
Laundry Supplies	22,581		22,581	21,939	642	2.9%	2.9%	23,940	23,585	23,373
Recoveries	0		0	0	0			(3,414)	(3,574)	(10,027)
Surplus Adjustment - Depreciation	(7,428)		(7,428)	(7,300)	(128)	1.8%	1.8%	(7,429)	(7,450)	(7,429)
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,152,545</u>	<u>(55,400)</u>	<u>1,207,945</u>	<u>1,179,139</u>	<u>28,805</u>	<u>2.4%</u>	<u>-2.3%</u>	<u>1,164,613</u>	<u>1,217,526</u>	<u>1,069,728</u>
Salaries	347,206		347,206	338,021	9,185	2.7%	2.7%	322,927	327,820	295,481
Employee Benefits	91,297		91,297	87,892	3,405	3.9%	3.9%	106,050	82,538	73,579
Salary Allocations	(3,808)		(3,808)	(3,745)			1.7%	0	0	0
Depreciation	576,300		576,300	550,000	26,300	4.8%	4.8%	552,934	512,764	530,384
COVID	0		0	0	0			8,825	46,950	
Equipment - Operation/Maint.	0		0	0	0			0	(500)	600
Computers - Operation/Maint	2,900		2,900	2,900	0	0.0%	0.0%	1,796	0	1,629
Equipment - Replacements	32,600		32,600	37,600	(5,000)	-13.3%	-13.3%	19,764	63,122	32,329
IPAC Minor Capital	0		0	0	0			17,479		
Furniture - Replacements	20,064	(20,000)	40,064	40,064	0	0.0%	-49.9%	2,936	3,575	53,359
Hydro	189,625		189,625	185,000	4,625	2.5%	2.5%	193,716	209,076	184,355
Natural Gas	107,625		107,625	105,000	2,625	2.5%	2.5%	82,384	93,755	90,132
Insurance	76,625		76,625	62,652	13,972	22.3%	22.3%	61,424	54,774	54,278
Office Expenses	0		0	0	0			0	0	0
Purchased Services	186,450	(6,600)	193,050	191,933	1,117	0.6%	-2.9%	225,351	215,435	172,241
Special Project - Phone / Cable System	32,000		32,000	32,000	0	0.0%	0.0%	29,286	27,269	31,838
Recoveries - Residents (cable/phone)	(103,800)	(28,800)	(75,000)	(64,710)	(10,290)	15.9%	60.4%	(75,584)	(63,066)	(62,903)
Recoveries	(23,838)		(23,838)	(27,600)	3,762	-13.6%	-13.6%	(24,855)	(27,544)	(42,812)
Repairs & Maint -Bldgs & Grounds	67,760		67,760	65,460	2,300	3.5%	3.5%	58,452	56,367	65,255
Travel	0		0	0	0			291		
Surplus Adjustment - Depreciation	(576,300)		(576,300)	(550,000)	(26,300)	4.8%	4.8%	(552,934)	(512,764)	(530,384)
Water / Wastewater	129,839		129,839	126,672	3,167	2.5%	2.5%	134,371	127,955	120,367

**COUNTY OF RENFREW
2023 Budget
Bonnehchere Manor**

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged</u> <u>Service</u> <u>Variance %</u>	<u>2.5% target</u> <u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>GENERAL AND ADMINISTRATIVE</u>		<u>1,146,480</u>	<u>(70,191)</u>	<u>1,216,671</u>	<u>1,319,642</u>	<u>(102,971)</u>	<u>-7.8%</u>	<u>-13.1%</u>	<u>1,472,508</u>	<u>1,118,252</u>	<u>1,087,142</u>
Salaries		468,565	(24,391)	492,956	502,077	(9,121)	-1.8%	-6.7%	736,976	566,548	499,266
Employee Benefits		143,473	(2,300)	145,773	147,625	(1,852)	-1.3%	-2.8%	227,947	152,147	135,533
Salary Allocation		(29,195)		(29,195)	(27,912)	(1,283)	4.6%	4.6%	(27,544)	(26,067)	(25,154)
Accreditation Fees		6,000		6,000	5,971	29	0.5%	0.5%	5,704	5,537	5,804
Admin Charges		123,305		123,305	128,528	(5,223)	-4.1%	-4.1%	123,300	117,969	110,148
Advertising/Awards Dinner		5,000	(25,000)	30,000	30,000	0	0.0%	-83.3%	33,629	18,852	20,512
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer / Internet		75,504		75,504	68,005	7,499	11.0%	11.0%	59,220	56,275	85,268
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,450	1,867	2,463
COVID		0		0	0	0			35,578	15,447	
Depreciation		15,600		15,600	14,000	1,600	11.4%	11.4%	13,780	16,353	17,672
Equipment - Operation/Maint.		11,886		11,886	8,549	3,337	39.0%	39.0%	10,073	13,765	10,102
Equipment - Replacements		0	(400)	400	400	0	0.0%	-100.0%	246	0	0
Gain / Loss from Disposal of Assets		0		0	0	0				0	13,360
Health & Safety Program		0	(1,100)	1,100	1,100	0	0.0%	-100.0%	702	717	1,312
HR Charges		107,451		107,451	101,767	5,684	5.6%	5.6%	110,503	109,942	107,349
Insurance		69,190		69,190	62,000	7,190	11.6%	11.6%	56,364	50,461	47,846
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		20,000		20,000	46,496	(26,496)	-57.0%	-57.0%	46,376	7,364	17,811
Memberships		17,885		17,885	17,885	0	0.0%	0.0%	14,961	14,256	13,368
Postage / Courier		5,374		5,374	5,374	0	0.0%	0.0%	5,108	4,734	4,574
Office Supplies		18,800		18,800	18,800	0	0.0%	0.0%	16,944	17,930	18,562
Purchased Services		42,716		42,716	40,857	1,859	4.6%	4.6%	566	1,823	1,208
Recoveries - Other		(82,641)		(82,641)	(31,898)	(50,743)	159.1%	159.1%	(112,949)	(137,037)	(115,209)
Staff Training		24,036	(10,000)	34,036	67,931	(33,895)	-49.9%	-64.6%	12,638	3,889	7,750
Surplus Adjustment - Depreciation		(15,600)		(15,600)	(14,000)	(1,600)	11.4%	11.4%	(13,780)	(16,353)	(17,672)
Telephone		16,650		16,650	15,300	1,350	8.8%	8.8%	14,163	14,414	13,990
Travel		2,000	(4,000)	6,000	10,000	(4,000)	-40.0%	-80.0%	7,410	13,766	18,642
Uniform Allowance		20,000		20,000	20,000	0	0.0%	0.0%	15,135	16,508	17,743
<u>BONNECHERE MANOR TOTALS</u>		<u>19,090,435</u>	<u>(170,983)</u>	<u>19,261,418</u>	<u>17,269,971</u>	<u>1,991,447</u>	<u>11.5%</u>	<u>10.5%</u>	<u>16,652,196</u>	<u>15,866,552</u>	<u>14,381,973</u>

**COUNTY OF RENFREW
2023 Budget
Bonnechere Manor**

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>NON-SUBSIDIZABLE EXPENSE</u>		<u>49,024</u>	<u>0</u>	<u>49,024</u>	<u>49,024</u>	<u>0</u>	<u>0.0%</u>	<u>0.0%</u>	<u>49,024</u>	<u>169,062</u>	<u>172,791</u>
Loan Repayment - to General Fund		0							0	0	123,767
Surplus Adjustment - To Reserves		49,024		49,024	49,024	0	0.0%	0.0%	49,024	169,062	49,024
<u>CAPITAL</u>		<u>626,500</u>	<u>0</u>	<u>626,500</u>	<u>386,800</u>	<u>239,700</u>	<u>62.0%</u>	<u>62.0%</u>	<u>670,264</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - Capital		626,500		626,500	386,800	239,700	62.0%	62.0%	670,264	454,357	446,278
<u>TOTAL EXPENDITURE</u>		<u>19,765,959</u>	<u>(170,983)</u>	<u>19,936,942</u>	<u>17,705,795</u>	<u>2,231,147</u>	<u>12.6%</u>	<u>11.6%</u>	<u>17,371,484</u>	<u>16,489,971</u>	<u>15,001,042</u>

COUNTY OF RENFREW
2023 Budget
Bonnechere Manor

	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>		<u>Unchanged</u>					
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Service</u>	<u>2.5% target</u>			
			<u>pressure</u>				<u>Variance %</u>	<u>Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>		<u>2,256,983</u>	<u>(242,255)</u>	<u>2,499,238</u>	<u>2,201,935</u>	<u>297,303</u>	<u>13.5%</u>	<u>2.5%</u>	<u>2,148,229</u>	<u>2,095,833</u>	<u>2,044,715</u>
City of Pembroke - 33%		744,805	(79,944)	824,749	726,639	98,110	13.5%	2.5%	658,002	641,953	626,296
County of Renfrew - 67%		1,512,179	(162,311)	1,674,490	1,475,296	199,194	13.5%	2.5%	1,490,227	1,453,880	1,418,419
 <u>RESIDENTS REVENUE</u>		<u>4,056,813</u>	<u>0</u>	<u>4,056,813</u>	<u>4,036,813</u>	<u>20,000</u>	<u>0.5%</u>	<u>0.5%</u>	<u>4,072,713</u>	<u>4,058,049</u>	<u>4,072,419</u>
Basic Accommodation		3,570,000		3,570,000	3,550,000	20,000	0.6%	0.6%	3,551,317	3,546,232	3,565,456
Bad Debts Expense		0		0	0	0			(3,232)	1	(5)
Preferred Accommodation		486,813		486,813	486,813	0	0.0%	0.0%	448,364	509,200	494,243
Preferred Accommodation HIN Claims		0		0	0	0			54,972		
Preferred Accommodation - Prov COVID Reimburse		0		0	0	0			21,292		
Respite Care		0		0	0	0			0	2,616	12,725
Estate Recoveries - Provincial		0		0	0	0			0	0	0
Estate Recoveries - Municipal		0		0	0	0			0	0	0
 <u>OTHER REVENUE</u>		<u>201,000</u>	<u>0</u>	<u>201,000</u>	<u>188,767</u>	<u>12,233</u>	<u>6.5%</u>	<u>6.5%</u>	<u>175,353</u>	<u>152,246</u>	<u>166,838</u>
Donations		0		0	0	0			7,595	0	0
Donations In Kind		0		0	0	0			0	0	0
Interest Income		75,000		75,000	45,000	30,000	66.7%	66.7%	49,944	38,544	61,372
Solar Panel FIT Revenue		126,000		126,000	143,767	(17,767)	-12.4%	-12.4%	117,814	113,702	105,466
Transfer from Other Funds		0		0	0	0			0	0	0
Other		0		0	0	0			0	0	0
 <u>PROVINCIAL SUBSIDY</u>		<u>12,553,391</u>	<u>0</u>	<u>12,553,391</u>	<u>10,891,480</u>	<u>1,661,911</u>	<u>15.3%</u>	<u>15.3%</u>	<u>10,731,399</u>	<u>10,834,209</u>	<u>8,921,638</u>
Operating Subsidy		9,427,491		9,427,491	9,293,031	134,460	1.4%	1.4%	9,417,447	9,101,409	8,921,638
Prov - One Time		0		0	0	0			1,367,750	1,732,800	
Federal ICIP		0		0	0	0			13,356		
Recovery - RPN Funding- MOH		0		0	0	0			0	0	0
Recovery - Basic Rev Advance		0		0	0	0			(67,154)		
Recovery - IPAC personnel		45,724		45,724	45,724	45,724					
Allied Health Professional Supplement		284,920		284,920	244,226	40,694	16.7%	16.7%	0	0	
Professional Growth Fund		24,036		24,036	57,931	(33,895)	-58.5%	-58.5%	0	0	
PSW Premium		611,614		611,614	0	0					
Nursing Staff Supplement		2,159,606		2,159,606	1,296,292	863,314	66.6%	66.6%	0	0	
 <u>SURPLUS ADJUSTMENT</u>		<u>697,772</u>	<u>71,272</u>	<u>626,500</u>	<u>386,800</u>	<u>239,700</u>	<u>62.0%</u>	<u>80.4%</u>	<u>386,607</u>	<u>454,357</u>	<u>446,278</u>
Surplus Adjustment - From Reserves		697,772	71,272	626,500	386,800	239,700	62.0%	80.4%	386,607	454,357	446,278
 <u>GRAND TOTAL REVENUES</u>		<u>19,765,959</u>	<u>(170,983)</u>	<u>19,936,942</u>	<u>17,705,795</u>	<u>2,231,148</u>	<u>12.6%</u>	<u>11.6%</u>	<u>17,514,301</u>	<u>17,594,694</u>	<u>15,651,888</u>
 <u>Municipal Surplus / (Deficit)</u>		<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>-100.0%</u>	<u>-49.4%</u>	<u>142,817</u>	<u>1,104,723</u>	<u>650,846</u>

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -	Miramichi Lodge			Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
CLIENT PROGRAMS & SERVICES	874,247	(7,749)	881,996	981,208	(99,212)	-10.1%	-10.9%	801,355	831,338	743,846	
Salaries	600,083		600,083	688,822	(88,739)	-12.9%	-12.9%	543,767	602,109	482,552	
Employee Benefits	140,723		140,723	142,380	(1,657)	-1.2%	-1.2%	120,516	110,253	86,397	
Salary Allocations	62,443		62,443	76,145	(13,702)	-18.0%	-18.0%	75,320	70,764	69,892	
Computers Operation/Maint.	1,645		1,645	1,645	0	0.0%	0.0%	366	7,212	2,591	
COVID	-		0	0	0			4,100	1,271		
Depreciation	3,792		3,792	3,792	0	0.0%	0.0%	3,782	3,792	2,139	
Equipment - Replacements	3,075		3,075	3,075	0	0.0%	0.0%	621	1,477	2,297	
Equipment Operation/Maint.	2,460		2,460	2,460	0	0.0%	0.0%	1,359	324	3,236	
Hobby Crafts	5,125		5,125	5,125	0	0.0%	0.0%	4,335	3,541	3,418	
Purchased Service - Physio	53,693		53,693	48,807	4,886	10.0%	10.0%	39,517	32,103	34,275	
Purchased Service	-		0	0	0				0	43,936	
Recoveries	-		0	0	0				(6,065)	0	
Recreation & Entertainment	5,000	(5,507)	10,507	10,507	0	0.0%	-52.4%	9,762	7,875	11,815	
Special Events	-	(2,242)	2,242	2,242	0	0.0%	-100.0%	1,692	474	3,437	
Surplus Adjustment - Depreciation	(3,792)		(3,792)	(3,792)	0	0.0%	0.0%	(3,782)	(3,792)	(2,139)	

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		2023 Budget -		Unchanged					
	Budget	2023 Budget -	2.5% target	2023 Budget -		Service	2.5% target				
	Enhancement	2.5%	pressure	Baseline	2022 Budget	Variance \$	Variance %	Variance %	2021 Actual	2020 Actual	2019 Actual
NURSING SERVICES		11,299,762	0	11,299,762	9,576,853	1,722,909	18.0%	18.0%	9,085,356	8,993,597	7,897,808
Salaries - Direct Care		8,627,507		8,627,507	7,373,328	1,254,179	17.0%	17.0%	6,735,781	6,916,904	6,219,929
Employee Benefits - Direct Care		1,491,014		1,491,014	1,210,007	281,007	23.2%	23.2%	1,329,798	1,161,173	1,033,532
Salary Allocations		0		0	(17,765)	17,765	-100.0%	-100.0%	(17,765)	(14,368)	(14,368)
Salaries - Administration		450,186		450,186	446,627	3,559	0.8%	0.8%	410,027	426,180	386,419
Employee Benefits - Administration		134,543		134,543	128,678	5,865	4.6%	4.6%	122,725	114,457	104,029
Computers-Operation/Maint.		22,264		22,264	28,476	(6,212)	-21.8%	-21.8%	25,491	26,593	23,454
COVID		0		0	0	0			125,969	196,268	
Depreciation		41,000		41,000	41,000	0	0.0%	0.0%	40,395	40,804	34,098
Equipment - Replacements		7,000		7,000		7,000				0	0
Equipment-Operation/Maint.		3,940		3,940	3,940	0	0.0%	0.0%	5,562	3,076	5,116
High Intensity Needs Claims Based		30,000		30,000	30,000	0	0.0%	0.0%	27,040	56,235	31,649
High Intensity Needs -Non Claims Based (0.64)		39,383		39,383	39,384	(1)	0.0%	0.0%	29,598	22,030	16,795
High Intensity Needs - Prov Subsidy (95%)		(28,500)		(28,500)	(28,500)	0	0.0%	0.0%	(25,688)	(53,423)	(30,066)
Incontinent Products (@\$1.20)		100,985		100,985	100,985	0	0.0%	0.0%	101,695	93,096	93,974
IPAC		0		0		0			92,028		
Misc		1,500		1,500		1,500					
Fall Prevention Equip		16,600		16,600	16,600	0	0.0%	0.0%	20,106	16,517	13,241
Fall Prevention Prov Subsidy		(16,600)		(16,600)	(16,600)	0	0.0%	0.0%	(20,106)	(16,517)	(13,241)
Lab Fees		6,500		6,500	10,000	(3,500)	-35.0%	-35.0%	6,215	5,835	6,675
Lab Fees - Prov Subsidy		(6,500)		(6,500)	(10,000)	3,500	-35.0%	-35.0%	(6,215)	(5,835)	(6,675)
Medical Director (@\$0.30)		18,177		18,177	18,177	0	0.0%	0.0%	17,825	17,334	18,177
Medical Nursing Supplies		103,654		103,654	103,654	0	0.0%	0.0%	119,445	99,341	91,860
Medication Safety Technology		0		0		0			14,253		
Nurse Practitioner (Salary & overhead)		184,639		184,639	171,841	12,798	7.4%	7.4%	155,388	72,321	153,896
Nurse Practitioner - Prov Subsidy		(122,844)		(122,844)	(122,853)	9	0.0%	0.0%	(117,827)	(72,321)	(122,844)
Allied Health-IPAC RN		117,657		117,657	0	117,657					
IPAC personnel		0									
Recoveries - BM		0		0	(24,494)	24,494	-100.0%	-100.0%	(18,781)	0	(15,526)
Phys On Call - Expense (@\$100 per bed)		16,600		16,600	16,515	85	0.5%	0.5%	17,188	17,689	16,199
Phys On Call - Prov Subsidy		(16,600)		(16,600)	(16,515)	(85)	0.5%	0.5%	(17,188)	(16,199)	(16,199)
RAI-MDS - Expenses		117,657		117,657	114,368	3,289	2.9%	2.9%	87,617	87,616	83,579
RAI-MDS - Prov Subsidy		0		0	0	0			(86,640)	(86,878)	(82,594)
Recovery		0		0	0	0			(27,358)	(73,527)	(99,203)
Subscriptions and Memberships		1,000		1,000	1,000	0	0.0%	0.0%	(20,827)	0	0
Surplus Adjustment - Depreciation		(41,000)		(41,000)	(41,000)	0	0.0%	0.0%	(40,395)	(40,804)	(34,098)

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

	<u>Budget</u>	<u>2023 Budget -</u>	<u>2023 Budget -</u>			<u>Unchanged</u>					
	<u>Enhancement</u>	<u>2.5%</u>	<u>2.5% target</u>	<u>Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Service</u>	<u>2.5% target</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
			<u>pressure</u>				<u>Variance %</u>	<u>Variance %</u>			
<u>FOOD SERVICES</u>		<u>2,153,684</u>	<u>0</u>	<u>2,153,684</u>	<u>2,048,060</u>	<u>105,624</u>	<u>5.2%</u>	<u>5.2%</u>	<u>2,067,046</u>	<u>2,071,989</u>	<u>1,915,519</u>
Salaries		1,218,791		1,218,791	1,189,938	28,853	2.4%	2.4%	1,177,353	1,216,601	1,141,923
Employee Benefits		260,000		260,000	272,347	(12,347)	-4.5%	-4.5%	247,106	231,044	223,913
Salary Allocations		(62,443)		(62,443)	(58,379)	(4,064)	7.0%	7.0%	(57,555)	(44,895)	(44,023)
Dietary Supplies		22,545		22,545	19,951	2,594	13.0%	13.0%	20,357	18,101	17,658
Computer - Operation/Maintenance		0		0	500	(500)	-100.0%	-100.0%	634	(145)	1,895
COVID		0		0	0	0			21,729	417	
Depreciation		13,000		13,000	13,000	0	0.0%	0.0%	13,254	12,065	20,250
Equipment - Operation/Replacement		10,960		10,960	10,822	138	1.3%	1.3%	10,182	9,257	6,432
Food Wrap & Disposable Items		11,432		11,432	8,794	2,638	30.0%	30.0%	7,583	7,773	7,459
Meals on Wheels		0		0	0	0			-	2,765	3,081
Memberships & Subscriptions		0		0	0	0			-	0	0
Purchased Service - Supervisor from BM		19,909		19,909	20,174	(265)	-1.3%	-1.3%	27,159	21,445	13,029
Raw Food Costs		667,990		667,990	583,029	84,961	14.6%	14.6%	613,816	622,604	603,772
Raw Food Recoveries		(1,500)		(1,500)	(5,000)	3,500	-70.0%	-70.0%	(2,948)	(6,360)	(22,290)
Replacement - Dishes/Cutlery		10,000		10,000	9,884	116	1.2%	1.2%	9,165	9,713	11,445
Recoveries		0		0	0	0			(3,578)	(7,434)	(29,471)
Surplus Adjustment - Depreciation		(13,000)		(13,000)	(13,000)	0	0.0%	0.0%	(13,254)	(12,065)	(20,250)
Café M		0		0	0	0			-	(4,596)	(15,441)
Vending Machine Operation (Net)		(4,000)		(4,000)	(4,000)	0	0.0%	0.0%	(3,957)	(4,301)	(3,863)
<u>HOUSEKEEPING SERVICES</u>		<u>897,064</u>	<u>0</u>	<u>897,064</u>	<u>901,219</u>	<u>(4,155)</u>	<u>-0.5%</u>	<u>-0.5%</u>	<u>949,725</u>	<u>988,049</u>	<u>866,040</u>
		0									
Salaries		709,842		709,842	695,924	13,918	2.0%	2.0%	733,391	787,999	674,987
Employee Benefits		124,222		124,222	147,295	(23,073)	-15.7%	-15.7%	157,419	149,936	134,739
Depreciation		3,000		3,000	3,000	0	0.0%	0.0%	3,070	2,489	2,689
COVID		0		0	0	0			7,586	8,179	
Equipment - Operation/Maint.		1,750		1,750	1,750	0	0.0%	0.0%	1,332	1,990	2,122
Equipment - Replacements		5,000		5,000	5,000	0	0.0%	0.0%	4,198	4,792	1,553
Housekeeping Supplies		55,000		55,000	50,000	5,000	10.0%	10.0%	45,985	35,916	53,928
Other		1,250		1,250	1,250	0	0.0%	0.0%	983	0	0
Recoveries		0		0	0	0			(1,169)	(763)	(1,289)
Surplus Adjustment - Depreciation		(3,000)		(3,000)	(3,000)	0	0.0%	0.0%	(3,070)	(2,489)	(2,689)

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget	2023 Budget -	2.5% target	2023 Budget -		Service	2.5% target				
	Enhancement	2.5%	pressure	Baseline	2022 Budget	Variance \$	Variance %	Variance %	2021 Actual	2020 Actual	2019 Actual
LAUNDRY AND LINEN SERVICES		289,102	(8,780)	297,882	299,707	(1,825)	-0.6%	-3.5%	297,731	318,553	274,794
		0									
Salaries		208,962		208,962	204,866	4,096	2.0%	2.0%	206,063	239,170	203,125
Employee Benefits		36,360		36,360	45,071	(8,711)	-19.3%	-19.3%	48,105	49,004	40,385
Depreciation		1,500		1,500	1,500	0	0.0%	0.0%	1,461	109	4,561
COVID		0		0	0	0			10,427	1,149	
Equipment - Operation/Maint.		2,500		2,500	2,500	0	0.0%	0.0%	1,228	535	1,463
Equipment - Replacements		2,500		2,500	2,500	0	0.0%	0.0%	322		
Laundry Supplies		23,690		23,690	23,000	690	3.0%	3.0%	19,770	16,513	20,144
Recoveries		0		0	0	0			(3,050)	(2,225)	(1,958)
Replacement - Bedding		15,090	(8,780)	23,870	21,770	2,100	9.6%	-30.7%	14,866	14,407	11,635
Surplus Adjustment - Depreciation		(1,500)		(1,500)	(1,500)	0	0.0%	0.0%	(1,461)	(109)	(4,561)
BUILDINGS AND PROPERTY											
OPERATION & MAINTENANCE		1,184,736	(25,000)	1,209,736	1,069,330	140,406	13.1%	10.8%	1,087,964	999,143	1,007,941
		0									
Salaries		266,836		266,836	249,506	17,330	6.9%	6.9%	247,649	258,837	241,335
Employee Benefits		74,032		74,032	72,105	1,927	2.7%	2.7%	71,854	66,185	55,115
Depreciation		795,000		795,000	795,000	0	0.0%	0.0%	742,116	729,724	713,740
COVID		0		0	0	0			63,701	16,517	
Computers - Operation/Maint.		6,562		6,562	900	5,662	629.1%	629.1%	1,235	685	2,219
Equipment - Replacements		60,000		60,000	60,000	0	0.0%	0.0%	49,095	46,766	70,320
Furniture - Replacements		40,380		40,380	40,380	0	0.0%	0.0%	17,878	5,690	27,190
Insurance		83,273		83,273	69,096	14,177	20.5%	20.5%	67,741	65,830	65,233
Hydro		200,000		200,000	185,000	15,000	8.1%	8.1%	204,282	193,842	189,288
Natural Gas		75,000		75,000	70,000	5,000	7.1%	7.1%	61,846	69,984	68,298
Purchased Services		283,000		283,000	215,790	67,210	31.1%	31.1%	233,004	216,160	195,331
Resident - Cable/Phone		23,500		23,500	20,000	3,500	17.5%	17.5%	22,587	22,587	21,208
Resident - Cable/Phone Recoveries		(83,700)	(25,000)	(58,700)	(50,000)	(8,700)	17.4%	67.4%	(67,432)	(59,522)	(56,872)
Recoveries		0		0	(3,900)	3,900	-100.0%	-100.0%	(15,568)	(16,634)	(29,441)
Repairs & Maint-Bldgs & Grounds		98,853		98,853	87,953	10,900	12.4%	12.4%	70,630	59,668	115,351
IPAC Minor Capital		0		0	0	0			2,538		
Surplus Adjustment - Depreciation		(795,000)		(795,000)	(795,000)	0	0.0%	0.0%	(742,116)	(729,724)	(713,740)
Water / Wastewater		57,000		57,000	52,500	4,500	8.6%	8.6%	56,924	52,548	43,366

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
GENERAL AND ADMINISTRATIVE		1,170,446	(54,691)	1,225,137	1,153,751	71,387	6.2%	1.4%	1,506,583	1,110,394	1,090,347
		0									
Salaries		423,732	(24,391)	448,123	396,214	51,909	13.1%	6.9%	646,743	400,461	344,472
Employee Benefits		142,566	(2,300)	144,866	130,943	13,923	10.6%	8.9%	147,984	109,938	99,471
Salary Allocations		0		0	0	0				(11,501)	(11,501)
Accreditation		5,971		5,971	5,971	0	0.0%	0.0%	5,633	5,463	5,443
Admin Charges		123,128		123,128	128,333	(5,205)	-4.1%	-4.1%	123,111	117,791	109,974
Advertising & Awards		5,000	(15,000)	20,000	20,000	0	0.0%	-75.0%	23,239	16,073	15,224
Audit		10,350		10,350	9,346	1,004	10.7%	10.7%	9,163	9,595	8,637
Computer - Internet		70,400		70,400	46,449	23,951	51.6%	51.6%	42,270	38,545	112,977
Conventions		0	(3,000)	3,000	3,000	0	0.0%	-100.0%	1,847	708	3,369
Depreciation		24,000		24,000	24,000	0	0.0%	0.0%	24,443	21,597	23,810
COVID		0		0	0	0			21,597	9,903	
Equipment - Replacements		0		0	0	0				0	0
Equipment-Operation/Maint.		10,392		10,392	10,392	0	0.0%	0.0%	5,742	10,027	6,416
Gain / Loss from Disposal of Asset		0		0	0	0				0	0
Health & Safety Program		1,000		1,000	1,000	0	0.0%	0.0%	1,623	750	798
HR Charges		106,243		106,243	101,623	4,620	4.5%	4.5%	109,260	108,706	106,142
Insurance		71,046		71,046	62,648	8,398	13.4%	13.4%	56,953	46,788	44,359
IT Charges		70,131		70,131	68,440	1,691	2.5%	2.5%	68,845	67,550	66,257
Legal & Labour Contract Costs		50,000		50,000	50,000	0	0.0%	0.0%	136,622	60,048	52,580
Memberships		16,770		16,770	16,770	0	0.0%	0.0%	16,649	16,391	15,132
Postage		6,500		6,500	6,500	0	0.0%	0.0%	6,994	7,861	6,792
Office Supplies		16,908		16,908	16,908	0	0.0%	0.0%	16,093	16,114	17,532
Staff Training		22,164	(10,000)	32,164	63,425	(31,261)	-49.3%	-65.1%	6,987	10,265	31,454
Purchased Services		54,641		54,641	31,898	22,743	71.3%	71.3%	64,585	76,744	74,007
Recovery - BM		(40,996)		(40,996)	(40,857)	(139)	0.3%	0.3%		0	
Recoveries		(35,000)		(35,000)	(5,000)	(30,000)	600.0%	600.0%	(37,545)	(42,550)	(50,893)
Surplus Adjustment - Depreciation		(24,000)		(24,000)	(24,000)	0	0.0%	0.0%	(24,443)	(21,597)	(23,810)
Telephone		15,000		15,000	12,247	2,753	22.5%	22.5%	15,449	14,775	12,790
Travel		8,000		8,000	1,000	7,000	700.0%	700.0%	2,304	4,326	3,505
Uniform Allowance		16,500		16,500	16,500	0	0.0%	0.0%	14,435	15,623	15,410
MIRAMICHI LODGE TOTALS		17,869,041	(96,220)	17,965,261	16,030,127	1,935,134	12.1%	11.5%	15,795,760	15,313,063	13,796,295

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

		2023 Budget -		Miramichi Lodge		Unchanged					
	Budget Enhancement	2023 Budget - 2.5%	2.5% target pressure	2023 Budget - Baseline	2022 Budget	Variance \$	Service Variance %	2.5% target Variance %	2021 Actual	2020 Actual	2019 Actual
NON-SUBSIDIZABLE EXPENSE		627,096	0	627,096	727,424	(100,328)	-13.8%	-13.8%	622,511	772,989	620,590
Seniors Housing Strategy		0				0			2,656	26,173	0
Transfer to BM		0				0					0
Valley Manor Capital		0				0					0
Surplus Adjustment - Trf To Reserves		0			100,614	(100,614)	-100.0%	-100.0%		126,583	0
Surplus Adjustment - Principal		627,096		627,096	552,938	74,158	13.4%	13.4%	508,560	480,972	454,880
Debenture Payment Interest Only (2024)		0			73,872	(73,872)	-100.0%	-100.0%	111,295	139,261	165,710
EQUIPMENT ACQUISITIONS		703,600	0	703,600	585,760	117,840	20.1%	20.1%	298,495	390,364	477,895
Surplus Adjustment - Capital		703,600		703,600	585,760	117,840	20.1%	20.1%	298,495	390,364	477,895
GRAND TOTAL EXPENDITURE		19,199,737	(96,220)	19,295,957	17,343,311	1,952,646	11.3%	10.7%	16,716,766	16,476,416	14,894,780

COUNTY OF RENFREW

2023 Budget

Miramichi Lodge

<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>	<u>2.5% target Variance %</u>	<u>2021 Actual</u>	<u>2020 Actual</u>	<u>2019 Actual</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,889,293</u>	<u>(96,220)</u>	<u>1,985,513</u>	<u>1,843,213</u>	<u>142,300</u>	<u>7.7%</u>	<u>2.5%</u>	<u>1,798,257</u>	<u>1,754,398</u>	<u>1,662,826</u>
City of Pembroke - 33%	623,467	(31,753)	655,219	608,260	46,959	7.7%	2.5%	550,806	537,372	509,324
County of Renfrew - 67%	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%	2.5%	1,247,451	1,217,026	1,153,502
<u>REVENUE - MIRAMICHI LODGE</u>	<u>4,064,219</u>	<u>0</u>	<u>4,064,219</u>	<u>4,061,689</u>	<u>2,530</u>	<u>0.1%</u>	<u>0.1%</u>	<u>4,153,939</u>	<u>4,228,465</u>	<u>4,255,857</u>
Basic Accommodation	3,273,000		3,273,000	3,267,976	5,024	0.2%	0.2%	3,264,831	3,324,344	3,351,361
Bad Debt (Expense) / Recovery	0		0	0	0				825	523
Estate Recoveries - Municipal	0		0	0	0				0	0
Estate Recoveries - Provincial	0		0	0	0				0	0
Preferred Accommodation	791,219		791,219	793,713	(2,494)	-0.3%	-0.3%	789,066	898,226	886,734
Preferred Accommodation HIN Claims	0		0		0			27,040		
Preferred Accommodation - Prov COVID Reimburse	0		0		0			73,002		
Respite Care	0		0	0	0				5,070	17,239
<u>OTHER REVENUE</u>	<u>49,800</u>	<u>0</u>	<u>49,800</u>	<u>30,000</u>	<u>19,800</u>	<u>66.0%</u>	<u>66.0%</u>	<u>30,775</u>	<u>24,329</u>	<u>97,433</u>
Donations	0		0		0				0	29,837
Other	0		0		0				0	0
Interest Income	49,800		49,800	30,000	19,800	66.0%	66.0%	30,775	24,329	43,387
Federal - Revenue	0		0		0				0	24,209
<u>PROVINCIAL SUBSIDY</u>	<u>12,492,825</u>	<u>0</u>	<u>12,492,825</u>	<u>10,822,649</u>	<u>1,670,176</u>	<u>15.4%</u>	<u>15.4%</u>	<u>10,565,389</u>	<u>10,379,630</u>	<u>8,818,943</u>
Operating Subsidy	9,025,572		9,025,572	8,721,417	304,155	3.5%	3.5%	8,111,667	8,480,614	8,191,847
One Time Funding	0		0		0			1,719,199	1,270,202	0
Allied Health Professional Supplement	262,760		262,760	225,230	37,529	16.7%	16.7%			
Professional Growth Fund	22,164		22,164	53,425	(31,261)	-58.5%	-58.5%	6,987		
Nursing Staff Supplement	1,991,636		1,991,636	1,195,469	796,168	66.6%	66.6%			
PSW Premium	521,429		521,429		521,429					
RPN Subsidy	0		0		0					0
ICIP	0		0		0			10,685		
IPAC personnel	42,168		42,168							
IPAC	0		0		0			89,755		
Capital Facility Subsidy (2024)	627,096		627,096	627,107	(11)	0.0%	0.0%	627,096	628,814	627,096
<u>SURPLUS ADJUSTMENT - From Reserves</u>	<u>703,600</u>	<u>0</u>	<u>703,600</u>	<u>585,760</u>	<u>117,840</u>	<u>20.1%</u>	<u>20.1%</u>	<u>192,714</u>	<u>390,364</u>	<u>477,895</u>
Surplus Adjustment - Temp Loan	0				0					
Surplus Adjustment - Trf From Reserves	703,600		703,600	585,760	117,840	20.1%	20.1%	192,714	390,364	477,895
GRAND TOTAL REVENUES	19,199,737	(96,220)	19,295,957	17,343,311	1,952,646	11.3%	10.7%	16,741,074	16,777,186	15,312,954
Municipal Surplus / (Deficit)	(0)	(0)	0	(0)	0	-100.0%	-85.3%	24,308	300,770	418,174

County of Renfrew
Schedule of Reserves
2023 BUDGET

		Audited Balance 31-Dec-21	2022 Budget Reserve Changes	Known Adjustments In 2022	Estimated Balance 31-Dec-22	Prop-Pembroke	Property-RCP	Property - Base	Prop- Arnprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-22	c = Capital	S=shared
Child Care	Mitigation	1,534,682			1,534,682													0	1,534,682	s	
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	54,125			54,125													0	54,125		
General	Building Reserve	3,528,757	(641,734)	400,000 f	3,287,023	(253,000)	(985,630)	114,134	83,375				(317,000)				(1,358,121)	1,928,902	c		
General	Development Reserve	8,780			8,780													0	8,780	c	
General	Federal Gas Tax Reserve	0	(2,685,199)	2,685,199 a	0								(2,914,661)		2,914,661			0	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	235,894	(8,100)		227,794											(24,100)	(24,100)	203,694	c	s	
General	OPP Bldg	808,540	66,169		874,709										62,625	(41,000)		21,625	896,334	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	17,526,393	(3,217,371)	3,306,073 b	17,615,095					(17,000)	(11,000)		(14,410,409)		7,360,198		466,473	(6,611,738)	11,003,357	c	
General	Working Capital	19,378,284	(2,051,000)		17,327,284	(40,000)						(2,225,538)						(2,265,538)	15,061,746	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	149,979			149,979													0	149,979		
General	Ontario Winter Games	200,000			200,000													0	200,000		
Housing	Non Profit Capital	116,222			116,222													0	116,222	s	
Housing	Severance	146,992			146,992													0	146,992	s	
Paramedic	Infrastructure	2,229,761	(794,000)	1,605,000 c	3,040,761										1,200,000	(2,445,000)		(1,245,000)	1,795,761	c	s
Paramedic	Community Paramedic	738,884			738,884													0	738,884	s	
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862	s	
Paramedic	WSIB Sched 2	0			0													0	0	s	
Public Works	Capital	0			0								(9,238,831)		9,238,831			0	0	c	
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Service	Fiscal Pressure	339,942			339,942													0	339,942	s	
County Of Renfrew		49,502,102	(9,331,235)	7,996,272	48,167,139	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,776,315	(2,510,100)	466,473	(11,482,872)	36,684,267		
BM	WSIB Sched 2	545,768	49,024		594,792										49,024			49,024	643,816	s	
BM	Butterfly	149,318	(25,000)		124,318													0	124,318	c	s
BM	Unallocated	3,248,734	(361,800)	65,000 d	2,951,934												(626,500)	(626,500)	2,325,434	c	s
BM	LTC CMI Stabilization	248,242			248,242													0	248,242	s	
BM	Equip	100,000			100,000													0	100,000	c	s
Bonnechere Manor		4,292,062	(337,776)	65,000	4,019,286	0	0	0	0	0	0	0	0	0	49,024	(626,500)	0	(577,476)	3,441,810		
ML	Butterfly	159,419	(159,419)		0													0	0	c	s
ML	WSIB Sched 2	228,442			228,442													0	228,442	s	
ML	Unallocated	947,809	(426,341)	227,600 e	749,068												(703,600)	(703,600)	45,468	c	s
ML	LTC CMI Stabilization	0	100,614		100,614													0	100,614	s	
ML	Equip	38,782			38,782													0	38,782	c	s
ML	Sick leave	186,402			186,402													0	186,402	s	
Miramichi Lodge		1,560,854	(485,146)	227,600	1,303,308	0	0	0	0	0	0	0	0	0	0	(703,600)	0	(703,600)	599,708		
Opeongo	Capital	0			0													0	0	c	s
RCHC	Capital	3,870,674	(1,482,665)	236,000 g	2,624,009												(1,204,200)	(1,204,200)	1,419,809	c	s
RCHC	AHP Reserve	0			0													0	0	s	
RCHC	AHP Admin Reserve	0			0													0	0	s	
RCHC	Home Ownership	0			0													0	0	s	
RCHC	Working Capital	50,000			50,000													0	50,000	c	s
RCHC	WSIB Sched 2	148,483			148,483													0	148,483	s	
Renfrew County Housing Corp		4,069,157	(1,482,665)	236,000	2,822,492	0	0	0	0	0	0	0	0	0	0	(1,204,200)	0	(1,204,200)	1,618,292		
Total Surplus Adjustment		59,424,175	(11,636,822)	8,524,872	56,312,225	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(26,880,901)	0	20,825,339	(5,044,400)	466,473	(13,968,148)	42,344,077		
Capital Reserves Only		52,281,145	(9,101,261)	5,839,673	49,019,557	(293,000)	(985,630)	114,134	83,375	(17,000)	(11,000)	(2,225,538)	(23,966,240)	0	17,861,654	(5,044,400)	466,473	(14,017,172)	35,002,385		

County of Renfrew
2023 Budget

							Road 70	Sources of Financing							
							Bridge 70								
							Culvert 70	Revised							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total	
BM	Buildings	D2030 - Sanitary Waste		Municipal sanitary Lift station	Low	10,000	10,000					10,000		10,000	
BM	Buildings	E2010 - Fixed Furnishings		kitchen cabinets 2 x servery 2 x cabinets in staff	Low	25,000	25,000					25,000		25,000	
BM	Buildings	D4010 - Sprinklers		sprinklers	Low	30,000	30,000					30,000		30,000	
BM	Buildings	E1042 - Laundry Room Equipment		3 washers new dryer 2016	Low	30,000	30,000					30,000		30,000	
BM	Buildings	D5033 - Telephone Systems		new NEC system, partial cf	Low	180,000	160,000					160,000		160,000	
BM	Buildings	Buterfly project		2021 & 2022 carryover			25,000					25,000		25,000	
BM	Buildings	d3055-fin tube radiation	heaters in all rooms	2022 carryover			20,000					20,000		20,000	
BM	Equipment	portable phones		2022 carryover			20,000					20,000		20,000	
BM	Equipment	Wireless access points x 19					16,500					16,500		16,500	
BM	Buildings	B30 - Roofing		washed river stone over single EPDM roof mern	Low	290,000	290,000					290,000		290,000	
BM Total						565,000	626,500	0	0	0	0	626,500	0	626,500	
IT	Equipment	server-virtual replacement		CAB			17,000					17,000		17,000	
IT Total						0	17,000	0	0	0	0	17,000	0	17,000	
ML	Buildings	C3020 - Floor Finishes		Ceramic flooring (ceramic repair 1st Floor)	Low	10,000	10,000					10,000		10,000	
ML	Buildings	D3034 - Study - Air Conditioning Units		Eng. Study / tender		25,000	25,000					25,000		25,000	
ML	Buildings	D1011 - Passage Elevators - Hydraulic		68 special purpose lifts from 160 kg - 455 kg ten	Medium	26,000	26,000					26,000		26,000	
ML	Buildings	D5092 - Emergency Power & Generation Systems		500 Kw Emergency Generator - New Tranfer Sw	Low	35,000	35,000					35,000		35,000	
ML	Buildings	C3020 - Floor Finishes		carpet rolled - Final phase of resident floor repla	Low	40,000	40,000					40,000		40,000	
ML	Building	D-Services - Mechanical		carryover 2022 - Make-Up AHU			27,600					27,600		27,600	
ML	Buildings	D3045 - Exhaust Ventilation Systems		VAV boxes - 43 VAVs Resident Areas Phase Tw	Medium	90,000	90,000					90,000		90,000	
ML	Buildings	D3043 - Hydronic Distribution Systems		Hydronic valve controllers upgrade Phase Four	Low	160,000	160,000					160,000		160,000	
ML	Buildings	hotwater boilers		carryover 2022 - \$200K, deferred to 2026		0	0					0		0	
ML	Buildings	Butterfly Dementia care unit renovations		deferred re COVID and contractor issues, partial cf		161,000	60,000					60,000		60,000	
ML	Buildings	D5032 - Intercommunications And Paging		Nurse call - Austco systsem - Phase #1- 2022 & i	Low	200,000	200,000					200,000		200,000	
ML	Land Improvement	G2030 - Pedestrian Paving		concrete sidewalk and patio	Low	30,000	30,000					30,000		30,000	
ML Total						777,000	703,600	0	0	0	0	703,600	0	703,600	
POA	Equipment	AV Equipment for Hybrid Court	Original Equipment was Temp Pandemic		Low		11,000					11,000		11,000	
POA Total						0	11,000	0	0	0	0	11,000	0	11,000	
Paramedic	Equipment	es_0713-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0768-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0714-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_1063-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Equipment	es_0754-pc.workgroup	tuffbook laptop				6,000					6,000		6,000	
Paramedic	Vehicles	ATV-18-8054008	POLARIS 4X4 SIDE BY SIDE			30,000	30,000					30,000		30,000	
Paramedic	Vehicles	ERV-18-F286261	TRUCK GMC SIERRA		H	120,000	150,000					150,000		150,000	
Paramedic	Vehicles	ERV-18-R375167	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000	
Paramedic	Vehicles	ERV-18-R375824	TRUCK CHEV TAHOE		H	120,000	120,000					120,000		120,000	
Paramedic	Vehicles	ERV-18-R376195	TRUCK CHEV TAHOE		M	120,000	120,000					120,000		120,000	
Paramedic	Vehicles		Ford Expedition	new replacements			120,000					120,000		120,000	
Paramedic	Vehicles		FORD F250	new replacements			150,000					150,000		150,000	
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE II	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE III	carryover \$235,000			235,000					235,000		235,000	
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE III (+stretc	carryover \$300,000			300,000					300,000		300,000	
Paramedic	Vehicles	AMBU-19-N053032	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	H	235,000								0	
Paramedic	Vehicles	AMBU-19-N053279	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	M	235,000								0	
Paramedic	Vehicles	AMBU-19-N054530	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic	Vehicles	AMBU-19-N053540	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic	Vehicles	AMBU-18-9774498	AMBULANCE DEMERS TYPE III	supply issues - not delivered until 2024	L	235,000								0	
Paramedic Total						1,685,000	2,445,000	0	0	0	0	2,445,000	0	2,445,000	
Prop-ArnBase	Land Improvement	parking lot		Paramedic base Arnprior		10,000	10,000					10,000		10,000	
Prop-ArnBase Total						10,000	10,000	0	0	0	0	10,000	0	10,000	
Prop-BBBBase	Land Improvement	crack sealing	under threeshold	Paramedic base Barry's Bay		5,000	0					0		0	
Prop-BBBBase Total						5,000	0	0	0	0	0	0	0	0	
Prop-CAB	Buildings	door opener	funded CF	CAB			59,000			59,000				59,000	
Prop-CAB	Buildings	consulting on new PS base	6% of \$3M base	CAB			180,000					180,000		180,000	
Prop-CAB	Buildings	generator transfer switch		CAB		33,000	33,000					33,000		33,000	
Prop-CAB	Furniture	office conference furniture		CAB		27,500	0							0	
Prop-CAB	Vehicles	LDT	LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2	Low	40,000	40,000					40,000		40,000	
Prop-CAB Total						100,500	312,000	0	0	59,000	0	253,000	0	312,000	
Prop-DeepBase	Buildings	lighting	under threeshold	Paramedic base Deep river		5,500	0					0		0	
Prop-DeepBase	Land Improvement	crack sealing	under threeshold	Paramedic base Deep river		5,000	0					0		0	
Prop-DeepBase Total						10,500	0	0	0	0	0	0		0	
Prop-OPP	Equipment	HVAC		OPP - Renfrew		11,000	11,000					11,000	88	11,000	

County of Renfrew
2023 Budget

							Road 70	Sources of Financing							
							Bridge 70								
							Culvert 70	Revised							
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total	
Prop-OPP	Land Improvement	parking lot remediation		OPP - Renfrew		16,500	30,000					30,000		30,000	
Prop-OPP Total						27,500	41,000	0	0	0	0	41,000	0	41,000	
Prop-PetBase	Buildings	floor sealing		Paramedic base Petawawa		17,600	17,600					17,600		17,600	
Prop-PetBase	Land Improvement	crack sealing		Paramedic base Petawawa		20,000	20,000					20,000		20,000	
Prop-PetBase Total						37,600	37,600	0	0	0	0	37,600	0	37,600	
Prop-RCP	Buildings	roofing		RCP		341,000	341,000					341,000		341,000	
Prop-RCP	Buildings	PS storage building	carry over of \$200K	RCP		200,000	425,000					425,000		425,000	
Prop-RCP	Equipment	rooftop HVAC units x 2	carry over of \$150K	RCP		220,000	220,000					220,000		220,000	
Prop-RCP	Land Improvement	parking lot	carry over of \$50k	RCP		50,000	50,000					50,000		50,000	
Prop-RCP	Land Improvement	crack sealing		RCP		13,200	13,200					13,200		13,200	
Prop-RCP Total						824,200	1,049,200	0	0	0	0	1,049,200	0	1,049,200	
PW	Bridge	B007	Butler Bridge	Butler Road	72	1,700,000	20,000					20,000		20,000	
PW	Bridge	B044	Douglas Bridge	5	66	1,800,000	1,800,000					1,800,000		1,800,000	
PW	Bridge	B064	Pilgrim Road Bridge	2022 budget carry over \$139K	64	380,000	380,000					380,000		380,000	
PW	Bridge	B102	Brennans Creek Bridge	512	62	825,000	10,000					10,000		10,000	
PW	Bridge	B108	Tramore Bridge	Tramore Road	72	400,000	20,000					20,000		20,000	
PW	Bridge	B156	Burnt Bridge	Burnt Bridge Road	62	530,000	53,000					53,000		53,000	
PW	Bridge	B232	Cochrane Creek Bridge	Cement Bridge Road	38	500,000	50,000					50,000		50,000	
PW	Bridge	B257	Harrington Creek Bridge	2022 budget carry over \$800K	24	800,000	800,000					800,000		800,000	
PW	Bridge	B310	Ski Hill Bridge	58	67	1,200,000	1,200,000					1,200,000		1,200,000	
PW	Bridge	B103	O'Grady Bridge	O'Grady Settlement Road	52	26,500	26,500					26,500		26,500	
PW	Bridge	B145	Combermere Bridge		64	280,000	280,000					280,000		280,000	
PW	Bridge	B181	Peter Black Bridge	24	61	180,000	180,000					180,000		180,000	
PW	Bridge		General Bridge Repairs			200,000	100,000					100,000		100,000	
PW	Buildings	Calabogie	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Calabogie	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Cobden	Gas/Diesel Tanks & Pumps	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Cobden	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0	
PW	Buildings	Cobden	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Cobden	Furnace				32,000					32,000		32,000	
PW	Buildings	Goshen	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Goshen	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Goshen	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	Southwest	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Low	25,000	25,000					25,000		25,000	
PW	Buildings	Southwest	Property, General Yard & Signs	Site Condition Assessment	Low	15,000	0					0		0	
PW	Buildings	Southwest	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000	
PW	Buildings	Southwest	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	White Water	Gas/Diesel Tanks & Pumps	Fuel Inventory & Dispensing System	Medium	25,000	25,000					25,000		25,000	
PW	Buildings	White Water	Property, General Yard & Signs	Site Condition Assessment	Medium	15,000	0					0		0	
PW	Buildings	White Water	Toilets, Sinks, Piping, etc	Architectural Review & design for Washroom	Low	30,000	30,000					30,000		30,000	
PW	Buildings	White Water	Waste Oil Tank, Catch, & Structure	Proper enclosure around oil tank	Medium	25,000	25,000					25,000		25,000	
PW	Culverts	C001	Berlanquet Creek Culvert	5	65	400,000	40,000					40,000		40,000	
PW	Culverts	C025	Borne Road Culvert	Borne Road	28.5	800,000	800,000					800,000		800,000	
PW	Culverts	C115	Dunlop Crescent Dual Culvert	Dunlop Crescent	37	415,000	415,000					415,000		415,000	
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	39	600,000	0					0		0	
PW	Culverts	C137	Hanson Creek Culverts	carryover 82K	53.79	600,000	600,000					600,000		600,000	
PW	Culverts	C191	Dicks Road Culvert	Dicks Road	18	200,000	200,000					200,000		200,000	
PW	Culverts	C197	Etmanskie Swamp Culvert	carryover \$1M	43.74	1,300,000	1,300,000					1,300,000		1,300,000	
PW	Culverts	C204	Bellows Creek Culvert	12	40.5	540,000	600,000					600,000		600,000	
PW	Culverts	C325	Neilson Creek Culvert	Clear Lake Road	18	450,000	450,000					450,000		450,000	
PW	Culverts	C040	Snake River Culvert	8	67	25,000	25,000					25,000		25,000	
PW	Culverts	C051	Harris Creek Culvert	Proven Line	21	20,000	20,000					20,000		20,000	
PW	Culverts	C062	John Watson Culvert 2	John Watson Road	25	45,000	45,000					45,000		45,000	
PW	Culverts	C130	Lochiel Creek Culvert North	63	25.5	40,000	40,000					40,000		40,000	
PW	Culverts	C136	Robertson Twin Pipes	Robertson Line	43	61,000	61,000					61,000		61,000	
PW	Culverts	C201	Broomes Creek Culvert	7	16	200,000	200,000					200,000		200,000	
PW	Culverts	C215	Elm Creek Culverts	Snake River Line	21	36,000	36,000					36,000		36,000	
PW	Culverts	C221	Kenny's Culvert	Pleasant Valley Road	48.14	20,000	20,000					20,000		20,000	
PW	Culverts	C229	Burnt Bridge	Burnt Bridge Road	42.64	30,500	0					0		0	
PW	Culverts	C250	Pleasant Valley Culvert	Grants Settlement Road	64.1	80,000	0					0		0	
PW	Culverts	C268	St. Columbkille's Culvert	58	59	90,000	90,000					90,000		90,000	
PW	Equipment	U-body water tank					36,000					36,000		36,000	
PW	Equipment	Roller 3'					55,000					55,000		55,000	
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000	
PW	Equipment	Forestry Mulcher Attachment					50,000					50,000		50,000	
PW	Equipment	Offset Roller					81,000					81,000		81,000	

County of Renfrew
2023 Budget

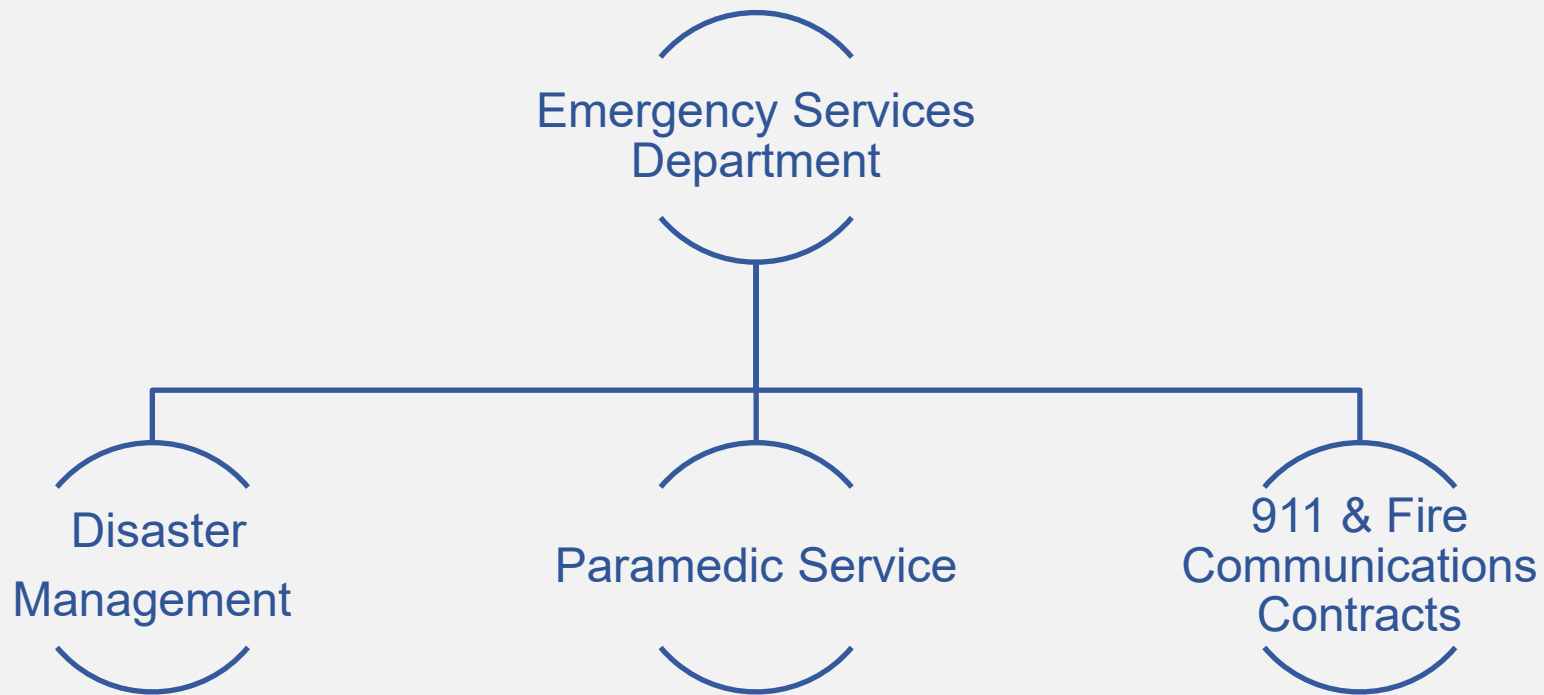
Department	Primary Category	Detail	Detail	Location/Other	Road 70	Revised 10 Year Plan	Budget \$	Sources of Financing						
					Bridge 70			Pembroke Provincial Gas Tax Res						Total
					Culvert 70			Taxation/Other	Share	Grant	Reserve	Reserves	Debt	
PW	Equipment	Road Winener					110,000					110,000		110,000
PW	Equipment	Offset Roller	2022 budget carry over	tendering as of Oct 2022			80,153					80,153		80,153
PW	Equipment	Road Shoulder MC	2022 budget carry over	tendering as of Oct 2022			95,440					95,440		95,440
PW	Roads		Intersections			200,000	200,000					200,000		200,000
PW	Roads		Scratch Coat			750,000	750,000					750,000		750,000
PW	Roads	1	River Road	Lochwinnoch Rd-to-Storie Rd	27.1	603,077	603,077					603,077		603,077
PW	Roads	1	River Road	Storie Rd-to-County CP Trail	21.5	533,930	533,930					533,930		533,930
PW	Roads	6	Gillan Rd	Hwy 60 (O'Brien Rd)-to-Jamieson Lane	72.9	192,214						0		0
PW	Roads	6	Gillan Rd	Jamieson Lane-to-Lime Kiln Rd	67.7	300,902						0		0
PW	Roads	6	Gillan Rd	Lime Kiln Rd-to-Hwy 17	57.7	134,160						0		0
PW	Roads	6	Lochwinnoch Rd	Hwy 17-to-Thomson Rd	69.4	356,315						0		0
PW	Roads	6	Lochwinnoch Rd	Thomson Rd-to-Yantha Rd	70.1	469,159						0		0
PW	Roads	6	Lochwinnoch Rd	Yantha Rd-to-Miller Rd	75.3	201,641						0		0
PW	Roads	20	Bruce St	Hwy 60-to-Urban Limit	71.4	93,065	93,065					93,065		93,065
PW	Roads	20	Bruce St	Urban Limit-to-Cobus Rd	68	239,014	239,014					239,014		239,014
PW	Roads	20	Bruce St	Cobus Rd-to-Hwy 17	66.4	207,480	207,480					207,480		207,480
PW	Roads	21	Beachburg Rd	Hila Rd-to-City Rd 12 (Westmeath Rd)	73.8	272,617						0		0
PW	Roads	21	Beachburg Rd	Cty Rd 12 (Westmeath Rd)-to-Finchley Rd	74.3	397,720						0		0
PW	Roads	23	Highland Rd	Sawmill Rd-to-Frank St	47.8	166,970						0		0
PW	Roads	23	Highland Rd	Frank St-to-City Rd 2 (White Lake Rd)	46.9	472,610						0		0
PW	Roads	24	White Water Rd	Stafford Third Line-to-Hwy 17	49.4	1,309,911	1,309,911			833,791		476,120		1,309,911
PW	Roads	30	Lake Dore Rd	Hwy 60-to-St. John's Church Steps	42.9	631,856	631,856					631,856		631,856
PW	Roads	30	Lake Dore Rd	St. John's Church Steps-to-Lovers Lane	20.3	961,944	961,944					961,944		961,944
PW	Roads	30	Lake Dore Rd	Lovers Lane-to-Sperberg Rd	30.7	935,748	935,748					935,748		935,748
PW	Roads	37	Murphy Rd	Hwy 17-to-City Rd 26 (Doran St)	17.9	1,077,840	1,077,840			669,263		408,577		1,077,840
PW	Roads	37	Murphy Rd	Cty Rd 26 (Doran St)-to-City Rd 51 (Petawawa B	31.5	490,588	490,588					490,588		490,588
PW	Roads	42	Forest Lea Rd	Hwy 17-to-B Line Rd	75.5	389,298	389,298					389,298		389,298
PW	Roads	42	Forest Lea Rd	B Line Rd-to-Meadowbrook Dr West Junction	61.6	256,330	256,330					256,330		256,330
PW	Roads	42	Forest Lea Rd	Meadowbrook Dr West Junction-to-City Rd 51 (P	75	113,724	113,724					113,724		113,724
PW	Roads	45	Russett Dr	Vanjumar Rd-to-Nieman Dr	47	604,500						0		0
PW	Roads	45	Russett Dr	Nieman Dr-to-Scheel Dr	56.8	561,100						0		0
PW	Roads	58	Round Lake Rd	Deer Trail Rd-to-Turners Rd	45.5	763,470	763,470			763,470				763,470
PW	Roads	58	Round Lake Rd	Turners Rd-to-Bonnechere R Bdge W Exp Jnt	54.3	494,010	494,010			494,010				494,010
PW	Roads	65	Centennial Lake Rd	2872 Centennial Lake Rd-to-Black Donald Accoe	14.5	686,230	686,230			686,230				686,230
PW	Roads	508	Calabogie Rd	Cty Rd 34 (Norton Rd)-to-Mill St	34.5	918,160	918,160					918,160		918,160
PW	Roads	508	Calabogie Rd	Goshen Rd-to-Nabarr Rd	45.2	430,564	430,564					430,564		430,564
PW	Roads	508	Calabogie Rd	Nabarr Rd-to-City Rd 63 (Stewartville Rd)	58.9	418,982	418,982					418,982		418,982
PW	Roads	508	Calabogie Rd	Cty Rd 63 (Stewartville Rd)-to-Hwy 17	52.5	401,799	401,799					401,799		401,799
PW	Roads	512	Foymount Rd	2022 budget carry over 1.8M								0		0
PW	Roads	512	Foymount Rd	B257-to-Lake Clear Rd	5	1,032,960	1,032,960						1,032,960	1,032,960
PW	Roads	512	Foymount Rd	Lake Clear Rd-to-Buelow Rd	5	802,230	802,230						802,230	802,230
PW	Roads	512	Foymount Rd	Buelow Rd-to-Verch Rd	5	1,605,930	1,605,930						1,605,930	1,605,930
PW	Roads	512	Foymount Rd	Verch Rd-to-Miller Rd (Heidemans Lumber)	5	1,049,070	1,049,070						1,049,070	1,049,070
PW	Roads	515	Palmer Rd	Riverside Dr-to-McPhee Bay Rd	45.2	688,599								0
PW	Roads	515	Palmer Rd	McPhee Bay Rd-to-Finch Rd	62.5	650,867								0
PW	Roads	515	Palmer Rd	Finch Rd-to-Palmer Rapids Dam Rd	48.9	609,194	1,585,870			1,585,870				1,585,870
PW	Roads	515	Palmer Rd	Palmer Rapids S Urban Lmt-to-Palmer Rapids N	47.9	183,700	183,700				183,700			183,700
PW	Roads	515	Palmer Rd	Palmer Rapids N Urban Lmt-to-City Rd 514 (Sch	67.4	311,300	311,300				311,300			311,300
PW	Roads	517	Dafoe Rd	Radcliffe Twp (Coulas Rd)-to-CA 2049	19.6	421,000	421,000					421,000		421,000
PW	Roads	517	Dafoe Rd	CA 2049-to-Peplinskie Rd	17.3	505,200	505,200					505,200		505,200
PW	Roads	517	Dafoe Rd	Peplinskie Rd-to-Serran Rd	12.7	348,210	348,210					348,210		348,210
PW	Roads	635	Swisha Rd	Hwy 17-to-Interprovincial Bdge S Exp Jnt	74.7	300,000	300,000					300,000		300,000
PW	Vehicles	LDT	LDTR-16-Z335214		Low	42,000	42,000					42,000		42,000
PW	Vehicles	HDT	HDTR-07-J653946	6 Ton Truck	Medium	326,000	326,000					326,000		326,000
PW	Vehicles	HDT	HDTR-08-J105697	6 Ton Truck	Medium	386,000	386,000					386,000		386,000
PW	Vehicles	HDT	HDTR-09-J239888	6 Ton Truck	Low	400,000	400,000					400,000		400,000
PW	Vehicles	Tractor	TRAC-02-L25212	Southwest	High	125,000	125,000					125,000		125,000
PW	Vehicles	Loader	New - Additional		Extreme	500,000	500,000					500,000		500,000
PW	Vehicles	Trailer	New - Additional	Enclosed Cargo 20'	Low	25,000	25,000					25,000		25,000
PW	Vehicles	HDT	2022 budget carry over	617-09 plow truck			391,480					391,480		391,480
PW Total								0	0	2,612,973	2,914,661	23,966,240	4490190	33,984,064
RCHC	Buildings	425 Nelson Street	B2010 - Exterior Walls	brick work	does not qualify	12,240	0					0		0
RCHC	Buildings	150 Elizabeth Street North	D2095 - Domestic Water Heaters	2 X 200 GAL Tank		15,000	15,000					15,000		15,000
RCHC	Buildings	59 Wallace Street - Site	G4020 - Site Lighting	Site lighting*	carryover	25,000	25,000					25,000		25,000
RCHC	Buildings	236 Hall Vent Stacks	critical			25,000	25,000					25,000		25,000
RCHC	Buildings	44 Lorne Street	B2030 - Exterior Doors	exterior doors.	carryover	26,000	26,000					26,000	90	26,000

County of Renfrew
2023 Budget

Department	Primary Category	Detail	Detail	Location/Other	Road 70	Revised 10 Year Plan	Budget \$	Sources of Financing						
					Bridge 70			Pembroke Provincial Gas Tax Res						Total
					Culvert 70			Taxation/Other	Share	Grant	Reserve	Reserves	Debt	
RCHC	Buildings	150 Elizabeth Street North	B2030 - Exterior Doors	Fire Exit Door	carryover	35,000	35,000					35,000		35,000
RCHC	Buildings	425 Nelson Street	fire system consultant		does not qualify	50,000	0					0		0
RCHC	Buildings	75 Stafford Street	D4010 - Sprinklers	Partial sprinkler system.		50,000	50,000					50,000		50,000
RCHC	Buildings	k Cres, 596-598 Frank Dench St	Electrical	does not meet current electrical code		50,000	50,000					50,000		50,000
RCHC	Buildings	26 Spruce Family steps				50,000	50,000					50,000		50,000
RCHC	Buildings	New install bathroom fans	Do 50 in 2023		does not qualify	50,000	0					0		0
RCHC	Buildings	Extension to garage at Lorne				50,000	50,000					50,000		50,000
RCHC	Buildings	75 Stafford Street	C1070 - Plumbing fixture Refurbishment		carryover	75,000	75,000					75,000		75,000
RCHC	Buildings	ey, 220/350 Arith Blvd - (14) Dupl	Roofing	Asphalt shingle roofing.	carryover	75,000	75,000					75,000		75,000
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B30 - Roofing	Asphalt shingles.		90,000	90,000					90,000		90,000
RCHC	Buildings	260 Elizabeth Street North	A20 - Basement Construction	Structural issues		100,000	100,000					100,000		100,000
RCHC	Buildings	0-1144 Lea St - (2) Townhome Bl	B2020 - Exterior Windows	All, based on sample units		125,000	125,000					125,000		125,000
RCHC	Buildings	41 Vimy Building shift				150,000	150,000					150,000		150,000
RCHC	Buildings	1030-1106 Lea St - (4) Townhon B30 - Roofing		Asphalt shingles.		200,000	200,000					200,000		200,000
RCHC	Buildings	demolition and rebuild - 202 cecil			OHPI		546,000			546,000				546,000
RCHC	Buildings	lee & douglas new build		RCHC contribution	COCHI		2,350,000			2,350,000				2,350,000
RCHC	Vehicles	TRAC-09-LAWN02	Tractor 510 MacKay/515 River Rd		Low	8,600	8,600					8,600		8,600
RCHC	Vehicles	TRAC-06-LAWN05	Lawn tractor 425 Nelson		Low	8,600	8,600					8,600		8,600
RCHC	Vehicles	LTDR-15-N107755	VAN MTCE NISSAN		Low	46,000	46,000					46,000		46,000
RCHC Total						1,316,440	4,100,200	0	0	2,896,000	0	1,204,200	0	4,100,200
Grand Total						47,841,929	43,337,164	0	0	5,567,973	2,914,661	30,364,340	4490190	43,337,164

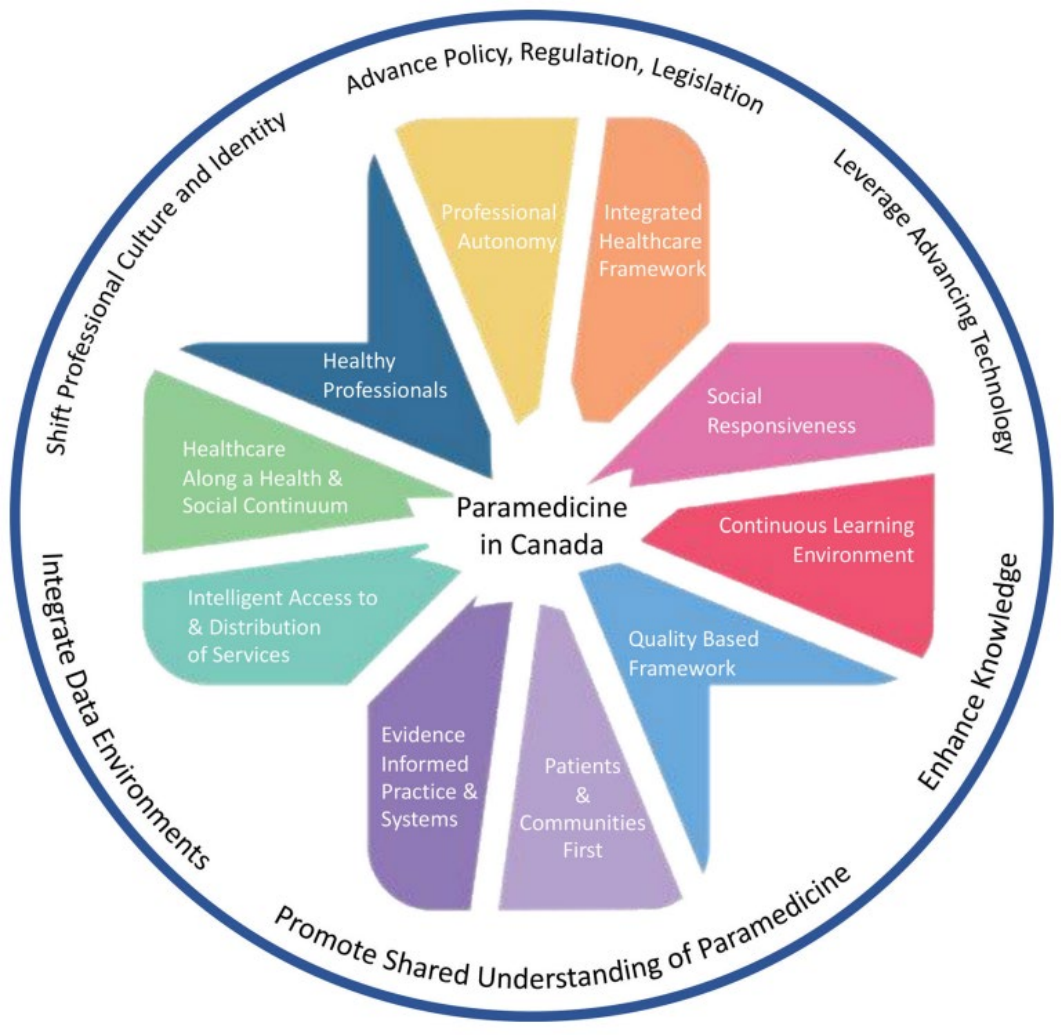


County of Renfrew Paramedic Service Budget 2023



Contract Service activity for Local Municipal
and First Nations Fire Service
Communications call taking and dispatching

All requests per Fire Service FY 2022 total Managed under contract between the County of Renfrew and the Province of Ontario Central Ambulance Communications Centre	Number of Calls for 2022
Algonquin	9
Bonnechere Valley	65
Brudenell-Lyndoch-Raglan	44
Deep River	85
Douglas	34
Greater Madawaska	73
Horton	38
Killaloe-Hagarty-Richards	42
Laurentian Hills	30
Madawaska Valley	89
McNab Braeside	91
North Algona Wilberforce	53
Pembroke	277
Petawawa	132
Renfrew	155
Laurentian Valley	119
Whitewater	109
COUNTY OF RENFREW TOTAL	1445



Every day, paramedics are in communities across Ontario finding and implementing solutions that help relieve system pressures. There is more we can do.

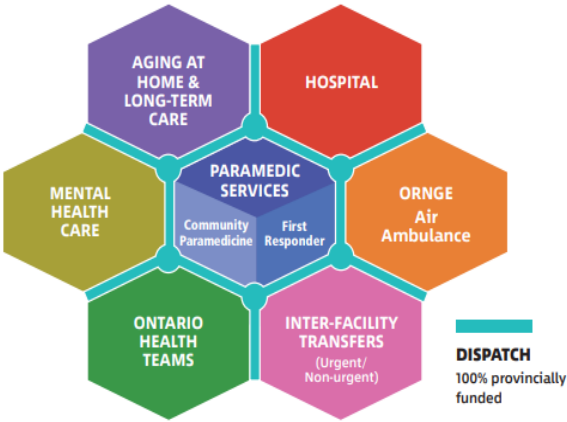
It's time to chart a new course for paramedics that embraces change, harnesses what we can offer, takes advantage of existing resources and expertise, and recognizes paramedics as on par with our healthcare colleagues. When we are participants at interdisciplinary decision-making tables and brought into the circle of care, we can deliver solutions that:

- ✓ Use resources more efficiently
- ✓ Reduce demands on hospital emergency rooms
- ✓ Offset the high costs of hospital use
- ✓ Increase standards and quality of care
- ✓ Are evidence-based best practice
- ✓ Improve patient outcomes and their quality of life

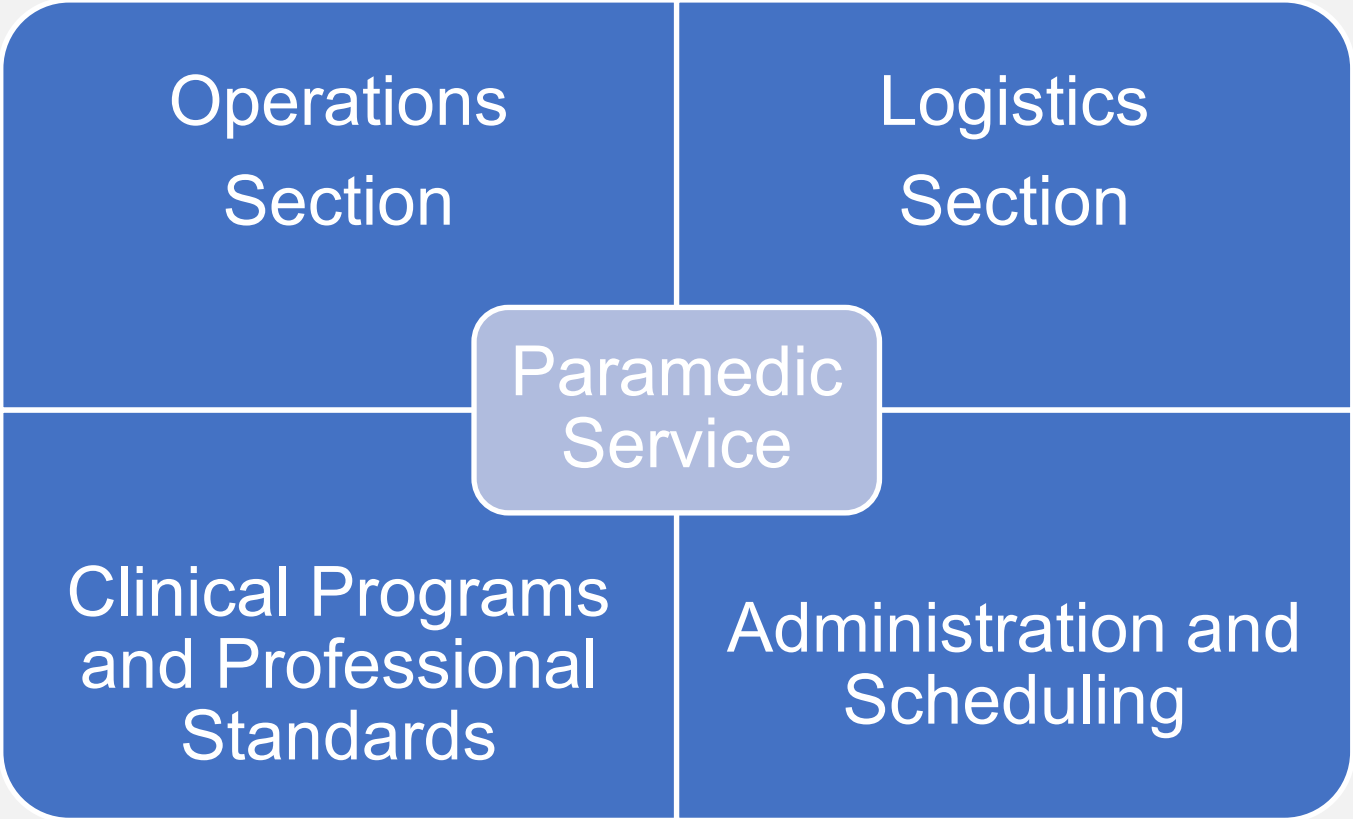
Paramedics' unique role

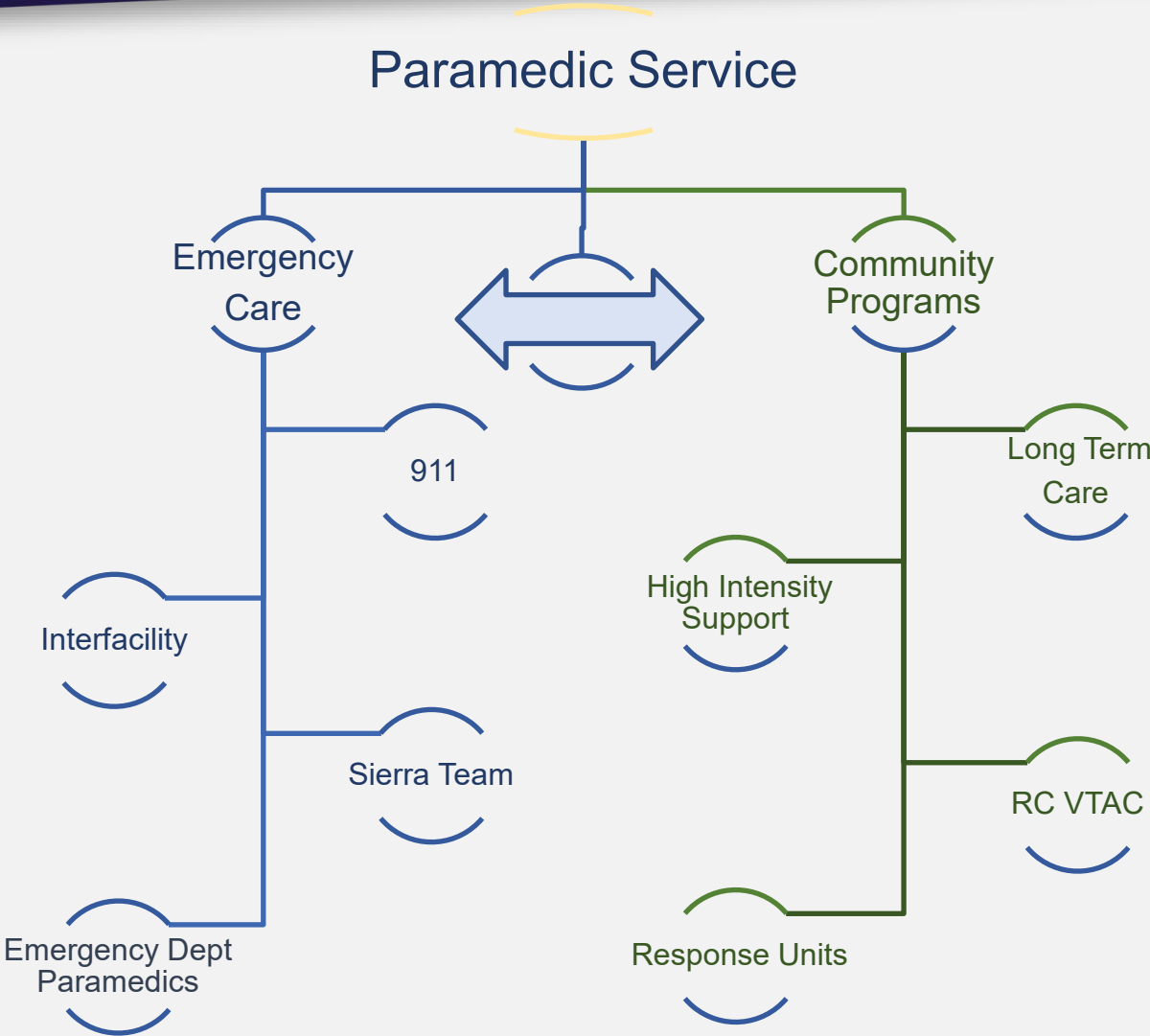
We are the only health professional to sit at the centre of health care, public health, public safety and caring for an aging population. We are mobile and flexible to deliver expert care where it is needed. We are trusted in our communities, and we make proven positive impacts.

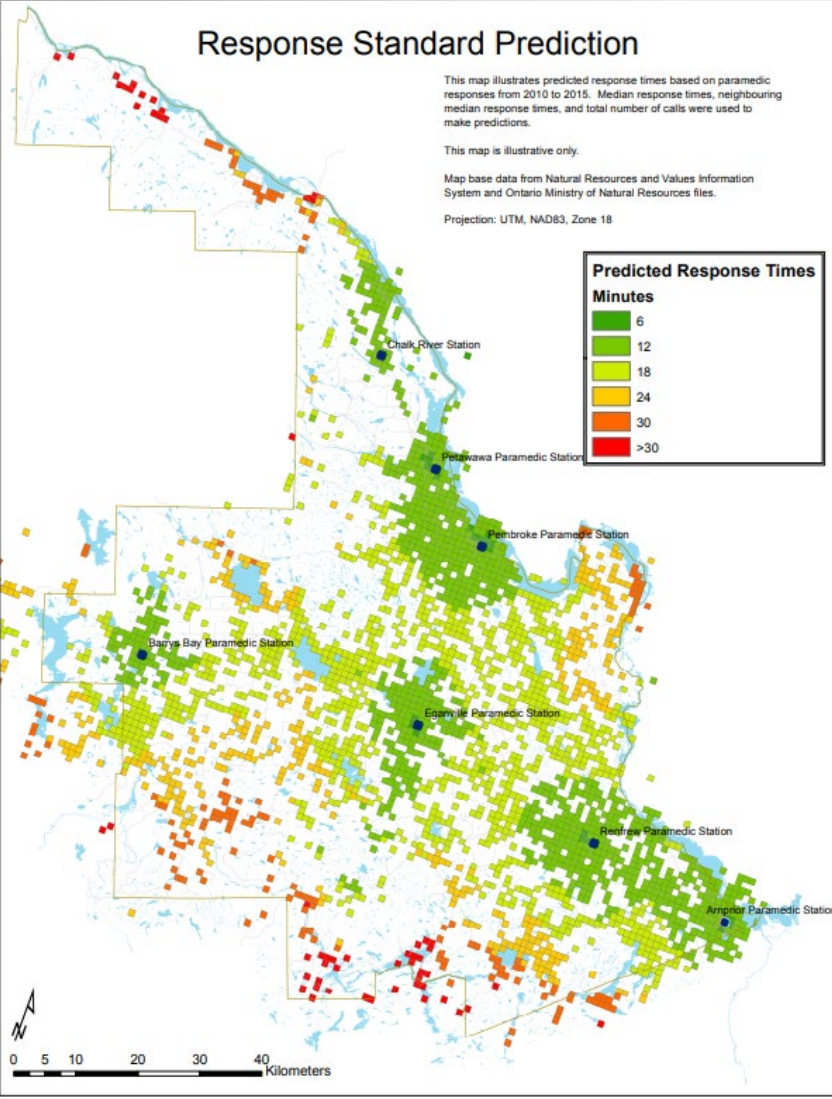
We are recognized for our ability to be innovative and nimble. We have created strong, collaborative local partnerships that help serve every community better. What we do has evolved in scope, breadth and complexity. Paramedics now provide a range of pre-hospital services, and are an extension of primary care, long-term care and public health services.



Paramedicine has evolved. We need our systems, legislation and regulatory frameworks to evolve too.







System Pressures

- ▼ The number of Emergency/Urgent (Code 4) calls dispatched increased by 8.15% from 2020 to 2021.
- ▼ Over the last seven years, the average trend for patient call volume has increased by 3.71% annually.
- ▼ Average response time has consistently increased in all areas of the County of Renfrew from 2020 to 2022.
- ▼ Since 2017, the average time on task has increased by 30.7%, from 61.13 minutes to 88.24 minutes.
- ▼ In 2022, the numbers indicate an average of 5 out of County transfers per day.
- ▼ Since 2019, the average offload time has increased by 32.5%, from an average of 20.98 minutes to 31.15 minutes in 2022.
- ▼ As a result of staffing pressures and the COVID-19 pandemic, the Service saw a significant spike in the number of lost time hours of staff in 2021, up 44% from 2020 due to provincial requirements for health care workers

Cost Drivers

- ▼ The UHU rate has increased to 39% and 27% for day and night coverage, respectively. As the demand increases, shift overrun costs, staff related costs and logistical pressures proportionally increase.
- ▼ Actuarial costs associated with WSIB claims represent a short-term expense to account for future costs. This pressure clearly supports the continued use of first responder specific programs to ensure that staff have access to PTSD prevention programs, unlimited access to counselling with Frontline Resilience and quality peer support.
- ▼ Inflationary costs increases on fuel, vehicles, materials and supplies, medication, safety equipment and utilities represent a significant pressure on our year over year budgets.
- ▼ Salary and benefit costs continue to rise sharply across the municipal and health care sector. Keeping up with cost-of-living pressures is essential to maintaining a motivated and stable workforce.
- ▼ Vehicle, supply and personal protective equipment shortages continue to obligate new multi-year spending approvals and planning.

Priority goals 2023

- ▼ Advocating for and receive sustainable funding for the Community Paramedicine for Long-Term Care Program and High Intensity Support Programs
- ▼ Expanding the Community Paramedicine Program through innovations; and working with partners to develop and fully implement the Palliative Care Program.
- ▼ Promote the use of 911 treat and release models of care to keep people safely in their own homes
- ▼ Increase 911 response capacity to keep pace with the multi-year increases in call demand, total time on task and the unit hour utilization pressures on the service.
- ▼ Review the departmental facility needs in the Cobden and Eganville areas
- ▼ Establish an embedded Commander in the Provincial Dispatch Centre at Renfrew
- ▼ Receive a commitment for sustainable funding for RC VTAC
- ▼ Advocate for a paramedics to be included in the Regulated Health Professions Act

Call Volume - Patients

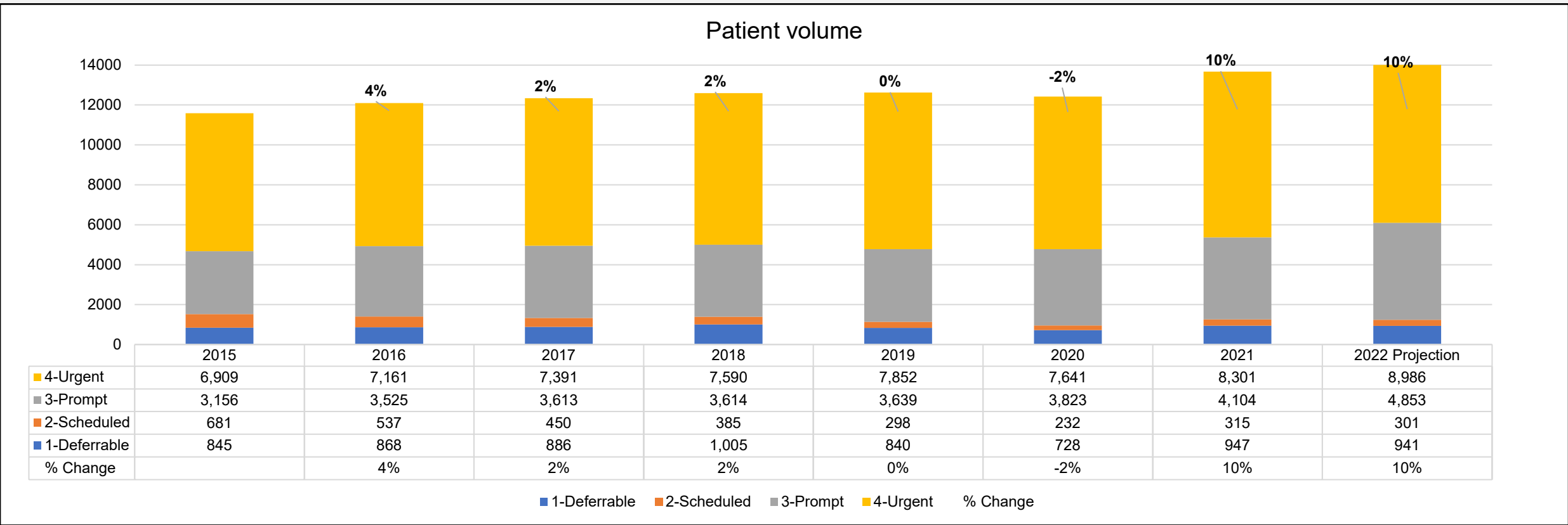


Figure.2 – Graph summarizing the percent change (%) in patient volume in The County of Renfrew Paramedic Service, from 2015 to 2022 projections, including Code-4 Urgent (yellow), Code-3 Prompt (grey), Code-2 Scheduled (orange), and Code-1 Deferable (blue).

Call Volume – Vehicle Assignments

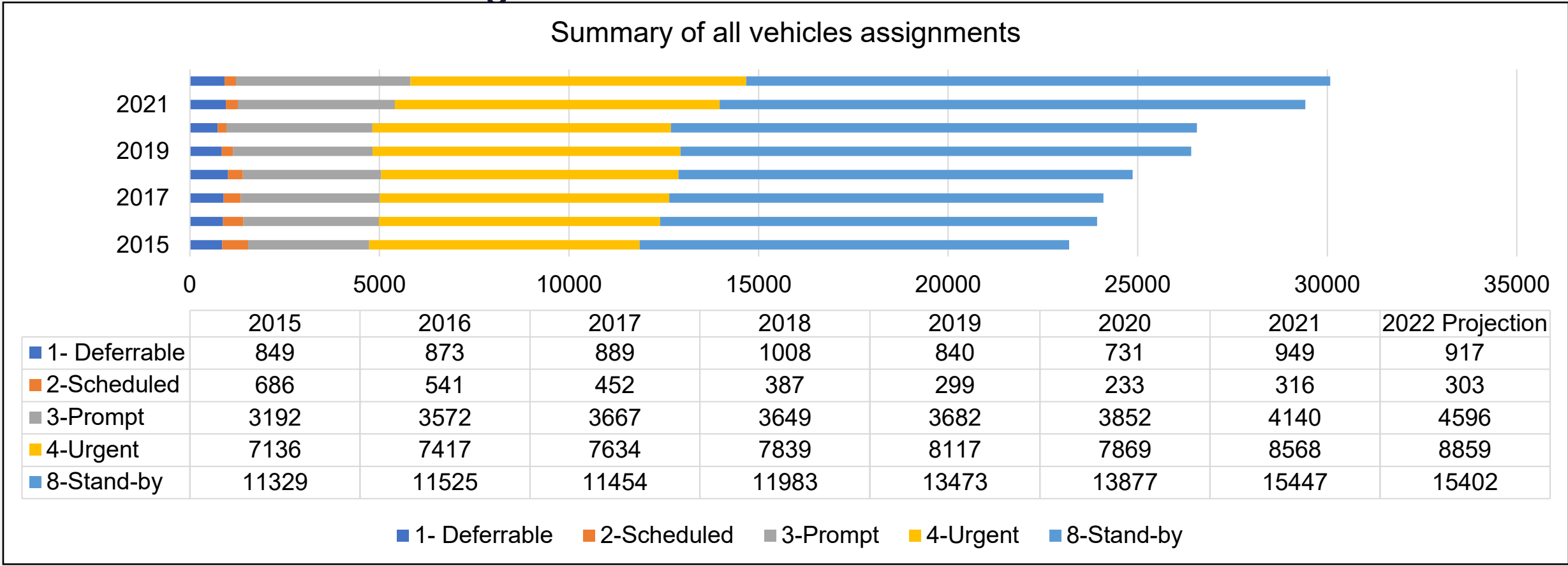


Figure.1 – Graph summarizing vehicle assignments in The County of Renfrew Paramedic Service, from 2015 to 2022 projections, including Code-1 Deferrable (dark blue), Code-2 Scheduled (orange), Code-3 Prompt (grey), Code-4 Urgent (yellow), and Code-8 Stand-by (blue).



County of
Renfrew
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Appendix D

Experience Our History, Share Our Future!

2023 Long Term Care Draft Budget Overview

February 15, 2023

Mike Blackmore
Director of Long Term Care

2023 LTC Budget Funding Overview

As was the case for the 2022 budget Ontario Long Term Care Homes have received significant increases represented as new funding and increases to streams of funding introduced last year specifically:

- The RN, RPN, and PSW Staffing Supplement (additional)
- The Allied Health Professionals Staffing Supplement (additional)
- Nurse Practitioner Provincial Fund
- IPAC Professionals
- PSW Permanent Wage Enhancement

As a result of this additional funding you will note significant increases to salaries and benefits. Funds flow from the Ministry of Long Term Care and are designated solely to associate increases to direct care and allied health staffing.

2023 LTC Budget Funding Overview

1) RN, RPN, and PSW Staffing Supplement

- Toward achieving a provincial average of 4 hours of direct care provision per resident per day

Bonnechere Manor

- Increase Hours 29,384
- Increase \$ 863,314

Miramichi Lodge

- Increase Hours 25,271
- Increase \$796,168

Continued

2023 LTC Budget

Direct Hours of Care

Provincial Average: 4 hours of direct care provision per resident per day:

Bonnechere Manor

	Budget
2022	3.93
2023	4.38

Miramichi Lodge

	Budget
2022	3.96
2023	4.38

2023 LTC Budget

Allied Health

Bonnechere Manor

- Increase \$ 40,694

Miramichi Lodge

- Increase \$ 37,529
- Physiotherapist (BM PT to FT)
- Social Worker (BM new)
- Dietitian (BM PT to FT)
- Nurse Practitioner ** (BM New FT) + funding from Nurse Practitioner Provincial Funding
- IPAC Nurse + funding from IPAC Professionals

** eliminated County portion of funding from both homes

-- now 100% funded by province

2023 LTC Budget Funding Overview

3) IPAC Professionals

- Support retention of IPAC Personnel + funding from Allied Health

Bonnechere Manor

- New \$45,724

Miramichi Lodge

- New \$42,168

2023 LTC Budget Funding Overview

4) PSW Permanent Wage Enhancement

- \$3.00 per hour (\$4.50 per hour OT) plus benefits

Bonnechere Manor

- Now permanent \$611,614

Miramichi Lodge

- Now permanent \$521,429

2023 LTC Budget

Pressure Reduction Strategy Both Homes

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	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>Variance \$</u>	<u>Unchanged Service Variance %</u>
BONNECHERE MANOR	0	1,512,178	(162,311)	1,674,489	1,475,296	199,193	13.5%
MIRAMICHI LODGE	0	1,265,827	(64,467)	1,330,294	1,234,953	95,341	7.7%

- **Budget pressures 2.5 %** - Bonnechere Manor **\$162,311** / Miramichi Lodge **\$64,467** = sums required to remain within the mandated 2.5 % increase to the municipal funding contribution.
- **Unchanged service variance** - Achieving the 2.5% target results in a negative 13.5% service variance for Bonnechere Manor & 7.7% negative service variance for Miramichi Lodge.

2023 LTC Budget

Pressure Reduction Strategy Both Homes

1) Client Programs

- Eliminate Special Resident Functions e.g. community group outings 100%
- Cut resident recreation & entertainment 44% - 50%



Bonnechere Manor

- Recreation Equipment - Replacements - Cut by 100%
- Hobby Crafts - Cut by 100%

2023 LTC Budget

Pressure Reduction Strategy Both Homes

Bonnechere
Manor Page 22

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>
<u>CLIENT PROGRAMS & SERVICES</u>		<u>1,013,827</u>	<u>(19,492)</u>	<u>1,033,319</u>	<u>1,121,944</u>
Salaries		800,334		800,334	865,872
Employee Benefits		170,742		170,742	166,638
Salary Allocations		34,191		34,191	63,520
Computers - Operation/Maint		7,440		7,440	5,302
Depreciation		2,400		2,400	1,623
Equipment - Replacements		0	(4,000)	4,000	4,000
Equipment Operation/Maint.		670		670	670
Hobby Crafts		0	(500)	500	500
New Horizons		0		0	
New Horizons - Federal Subsidy		0		0	
Office Supplies		0		0	
Other - Cable TV		0		0	
Purchased Services		5,400		5,400	5,400
Recoveries - Other		(9,950)		(9,950)	(9,950)
Recreation & Entertainment		5,000	(3,912)	8,912	8,912
Special Events		0	(11,080)	11,080	11,080

2023 LTC Budget

Pressure Reduction Strategy Both Homes

Miramichi Lodge
Page 29

	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>
<u>CLIENT PROGRAMS & SERVICES</u>		874,247	(7,749)	881,996	981,208
Salaries		600,083		600,083	688,822
Employee Benefits		140,723		140,723	142,380
Salary Allocations		62,443		62,443	76,145
Computers Operation/Maint.		1,645		1,645	1,645
COVID		-		0	0
Depreciation		3,792		3,792	3,792
Equipment - Replacements		3,075		3,075	3,075
Equipment Operation/Maint.		2,460		2,460	2,460
Hobby Crafts		5,125		5,125	5,125
Purchased Service - Physio		53,693		53,693	48,807
Purchased Service		-		0	0
Recoveries		-		0	0
Recreation & Entertainment		5,000	(5,507)	10,507	10,507
Special Events		-	(2,242)	2,242	2,242
Surplus Adjustment - Depreciation		(3,792)		(3,792)	(3,792)

2023 LTC Budget

Pressure Reduction Strategy Both Homes

2) Laundry and Linen Services

- Cut replacement of bedding by 37 - 39%



2023 LTC Budget

Pressure Reduction Strategy Both Homes

Bonnechere Manor
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	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>V</u>
<u>LAUNDRY AND LINEN SERVICES</u>		440,198	(8,000)	448,198	428,314	
Salaries		309,300		309,300	303,235	
Employee Benefits		85,280		85,280	73,712	
Salary Allocations		(3,623)		(3,623)	(3,486)	
Bedding Etc Replacements		12,860	(8,000)	20,860	19,114	
Depreciation		7,428		7,428	7,300	
COVID		0		0	0	
Equipment Operation/Maint.		13,800		13,800	13,800	
Equipment Replacements		0		0	0	
Laundry Supplies		22,581		22,581	21,939	
Recoveries		0		0	0	
Surplus Adjustment - Depreciation		(7,428)		(7,428)	(7,300)	
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>		1,152,545	(55,400)	1,207,945	1,179,139	

Miramichi Lodge
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	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>	<u>MIRAMICHI LODGE</u>
<u>LAUNDRY AND LINEN SERVICES</u>		289,102	(8,780)	297,882	299,707	
		0				
Salaries		208,962		208,962	204,866	
Employee Benefits		36,360		36,360	45,071	
Depreciation		1,500		1,500	1,500	
COVID		0		0	0	
Equipment - Operation/Maint.		2,500		2,500	2,500	
Equipment - Replacements		2,500		2,500	2,500	
Laundry Supplies		23,690		23,690	23,000	
Recoveries		0		0	0	
Replacement - Bedding		15,090	(8,780)	23,870	21,770	
Surplus Adjustment - Depreciation		(1,500)		(1,500)	(1,500)	

2023 LTC Budget

Pressure Reduction Strategy Both Homes

3) Administration

- **Recruitment** – Cut all recruitment advertising by 100%
 - digital advertising only
- **Conventions** – Cut conferences by 100%
 - E.g. Advantage Ontario, LTC Clinicians
- **Staff Training** – Cut \$10,000 per home

Bonnechere Manor Specific

- **Equipment replacements** - Cut by 100%
- **Health & Safety Program** - Cut by 100%
- **Travel** – Cut by 67%

2023 LTC Budget

Pressure Reduction Strategy Both Homes

Bonnechere Manor
Page 26

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	
<u>GENERAL AND ADMINISTRATIVE</u>		<u>1,146,480</u>	<u>(70,191)</u>	<u>1,216,671</u>	:
Salaries		468,565	(24,391)	492,956	
Employee Benefits		143,473	(2,300)	145,773	
Salary Allocation		(29,195)		(29,195)	
Accreditation Fees		6,000		6,000	
Admin Charges		123,305		123,305	
Advertising/Awards Dinner		5,000	(25,000)	30,000	
Audit		10,350		10,350	
Computer / Internet		75,504		75,504	
Conventions		0	(3,000)	3,000	
COVID		0		0	
Depreciation		15,600		15,600	
Equipment - Operation/Maint.		11,886		11,886	
Equipment - Replacements		0	(400)	400	
Gain / Loss from Disposal of Assets		0		0	
Health & Safety Program		0	(1,100)	1,100	
HR Charges		107,451		107,451	
Insurance		69,190		69,190	
IT Charges		70,131		70,131	
Legal & Labour Contract Costs		20,000		20,000	
Memberships		17,885		17,885	
Postage / Courier		5,374		5,374	
Office Supplies		18,800		18,800	
Purchased Services		42,716		42,716	
Recoveries - Other		(82,641)		(82,641)	
Staff Training		24,036	(10,000)	34,036	
Surplus Adjustment - Depreciation		(15,600)		(15,600)	
Telephone		16,650		16,650	
Travel		2,000	(4,000)	6,000	
Uniform Allowance		20,000		20,000	

2023 LTC Budget

Pressure Reduction Strategy Both Homes

Miramichi Lodge
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	<u>Budget</u> <u>Enhancement</u>	<u>2023 Budget -</u> <u>2.5%</u>	<u>2023 Budget -</u> <u>2.5% target</u> <u>pressure</u>	<u>2023 Budget -</u> <u>Baseline</u>	<u>2022 Budget</u>
GENERAL AND ADMINISTRATIVE		1,170,446	(54,691)	1,225,137	1,153,751
		0			
Salaries		423,732	(24,391)	448,123	396,214
Employee Benefits		142,566	(2,300)	144,866	130,943
Salary Allocations		0		0	0
Accreditation		5,971		5,971	5,971
Admin Charges		123,128		123,128	128,333
Advertising & Awards		5,000	(15,000)	20,000	20,000
Audit		10,350		10,350	9,346
Computer - Internet		70,400		70,400	46,449
Conventions		0	(3,000)	3,000	3,000
Depreciation		24,000		24,000	24,000
COVID		0		0	0
Equipment - Replacements		0		0	0
Equipment-Operation/Maint.		10,392		10,392	10,392
Gain / Loss from Disposal of Asset		0		0	0
Health & Safety Program		1,000		1,000	1,000
HR Charges		106,243		106,243	101,623
Insurance		71,046		71,046	62,648
IT Charges		70,131		70,131	68,440
Legal & Labour Contract Costs		50,000		50,000	50,000
Memberships		16,770		16,770	16,770
Postage		6,500		6,500	6,500
Office Supplies		16,908		16,908	16,908
Staff Training		22,164	(10,000)	32,164	63,425
Purchased Services		54,641		54,641	31,898
Recovery - BM		(40,996)		(40,996)	(40,857)
Recoveries		(35,000)		(35,000)	(5,000)
Surplus Adjustment - Depreciation		(24,000)		(24,000)	(24,000)
Telephone		15,000		15,000	12,247
Travel		8,000		8,000	1,000
Uniform Allowance		16,500		16,500	16,500

2023 LTC Budget

Pressure Reduction Strategy

Bonnechere Manor

1) Food Services

- **Equipment – Replacements** (carts, tablecloths etc.) - Cut by 100%
- **Holiday Dining Decorations** - Cut by 100%
- **Replacement of worn out/broken dishes / cutlery** - Cut by 47%

2023 LTC Budget

Pressure Reduction Strategy Both Homes

	<u>Budget Enhancement</u>	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>
<u>FOOD SERVICES</u>	<u>0</u>	<u>2,368,451</u>	<u>(8,900)</u>	<u>2,377,351</u>	<u>2,141,458</u>
Salaries	(2,000)	1,309,909		1,309,909	1,255,742
Employee Benefits	2,000	327,919		327,919	274,862
Salary Allocations		(34,191)		(34,191)	(63,520)
Depreciation		15,360		15,360	14,000
COVID		0		0	0
Dietary Supplies		74,967		74,967	66,250
Equipment - Operation/Maint.		6,880		6,880	6,880
Computers - Operation/Maint		3,000		3,000	2,160
Equipment - Replacements		0	(4,000)	4,000	4,500
Other Expenses		1,350	(400)	1,750	1,750
Professional Development		0		0	0
Purchased Services		600		600	600
Surplus Adjustment - Depreciation		(15,360)		(15,360)	(14,000)
Raw Food Costs		750,250		750,250	648,703
Raw Food Recoveries		(27,550)		(27,550)	(21,925)
Recoveries - Charge to ML - Supervisor		(19,909)		(19,909)	(20,174)
Recoveries		(27,407)		(27,407)	(21,503)
Replacement - Dishes / Cutlery		5,133	(4,500)	9,633	9,633
Vending - Net		(2,500)		(2,500)	(2,500)

2023 LTC Budget

Pressure Reduction Strategy

Bonnechere Manor

2) Building & Property Maintenance

- **Resident and Common Area Furniture Replacements - Cut by 50%**
- **Purchased Services e.g. Snow removal & Landscaping, etc. Cut by 3%**



2023 LTC Budget

Pressure Reduction Strategy Both Homes

	<u>2023 Budget - 2.5%</u>	<u>2023 Budget - 2.5% target pressure</u>	<u>2023 Budget - Baseline</u>	<u>2022 Budget</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,152,545</u>	<u>(55,400)</u>	<u>1,207,945</u>	<u>1,179,139</u>
Salaries	347,206		347,206	338,021
Employee Benefits	91,297		91,297	87,892
Salary Allocations	(3,808)		(3,808)	(3,745)
Depreciation	576,300		576,300	550,000
COVID	0		0	0
Equipment - Operation/Maint.	0		0	0
Computers - Operation/Maint	2,900		2,900	2,900
Equipment - Replacements	32,600		32,600	37,600
IPAC Minor Capital	0		0	
Furniture - Replacements	20,064	(20,000)	40,064	40,064
Hydro	189,625		189,625	185,000
Natural Gas	107,625		107,625	105,000
Insurance	76,625		76,625	62,652
Office Expenses	0		0	0
Purchased Services	186,450	(6,800)	193,050	191,933
Special Project - Phone / Cable System	32,000		32,000	32,000
Recoveries - Residents (cable/phone)	(103,800)	(28,800)	(75,000)	(64,710)
Recoveries	(23,838)		(23,838)	(27,600)
Repairs & Maint -Bldgs & Grounds	67,760		67,760	65,460
Travel	0		0	
Surplus Adjustment - Depreciation	(576,300)		(576,300)	(550,000)
Water / Wastewater	129,839		129,839	126,672

Bonnechere Manor
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2023 LTC Budget

Pressure Relief Strategy Both Home

3) Property Operations

- Wireless internet fee – resident pay to use as an alternative to cable

New revenue stream \$ 25,000 - \$28,800



2023 LTC Budget

Pressure Reduction Strategy

Bonnechere Manor

4) Reserves

- **LTC CMI Stabilization: Bonnechere Manor draw \$71,272**
- **Opening Balance**
- Bonnechere Manor \$248,242 (CMI 98.40)
- Miramichi Lodge \$100,614 (CMI 103.76)
- CMI frozen @ 2022 level