



## **FINANCE AND ADMINISTRATION COMMITTEE**

Thursday, April 13, 2023 – 9:30 a.m.

County of Renfrew Administration Building

### **AGENDA**

1. Call to order.
2. Roll call.
3. Disclosure of pecuniary interest and general nature thereof.
4. Adoption of minutes of previous meeting held on March 20, 2023 (on website).
5. Delegations: none at time of mailing.

|  | <u>Page</u> |
|--|-------------|
| 6. Administration Report   | 2           |
| 7. Corporate Services Department Report                            | 3           |
| 8. New Business.   |             |
| 9. Closed Meeting – None at time of mailing.                       |             |
| 10. Date of next meeting (Thursday, May 18, 2023) and adjournment. |             |

**NOTE: (a) County Council: Wednesday, April 26, 2023.**

(b) Submissions received from the public, either orally or in writing may become part of the public record.

## COUNTY OF RENFREW

### ADMINISTRATION DEPARTMENT REPORT

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**TO:** Finance and Administration Committee

**FROM:** Craig Kelley, Chief Administrative Officer/Clerk

**DATE:** April 13, 2023

**SUBJECT:** Department Report

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#### INFORMATION

1. **Warden's Golf Tournament**

The 2023 Warden's Golf Tournament is scheduled for Thursday, September 21, 2023 at the Dragonfly Golf Course in Renfrew. Further details will follow.

2. **Annual Service Awards Dinner**

The annual Service Award dinner will be held on Thursday, November 23, 2023. Further details will be brought forward once confirmed.

#### RESOLUTIONS

3. **September Standing Committee Meetings**

**Recommendation:** THAT the Finance and Administration Committee recommend that County Council approve that the September Standing Committees be held as follows:

September 12, 2023 (9:30 a.m.) Development and Property Committee

September 12, 2023 (1:00 p.m.) Operations Committee

September 13, 2023 (9:30 a.m.) Health Committee

September 13, 2023 (1:00 p.m.) Community Services Committee

September 14, 2023 (9:30 a.m.) Finance and Administration Committee.

**Background**

The Ontario East Municipal Conference has been rescheduled to September 6 and 7, 2023 and will be held in Ottawa. Due to the fact that this conference is usually well attended by our Councillors, we try to schedule our meetings around it so that elected and staff are available to attend.

## COUNTY OF RENFREW

### CORPORATE SERVICES DEPARTMENT REPORT

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**TO:** Finance and Administration Committee

**FROM:** Jeffrey Foss, Director of Corporate Services

**DATE:** April 13, 2023

**SUBJECT:** Department Report

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#### INFORMATION

1. **Municipal Finance Officers' Association of Ontario (MFOA) 2023 Provincial Budget Summary**

Attached as Appendix II is a summary of the Municipal Finance Officers' Association of Ontario (MFOA) on the 2023 Provincial Budget dated March 23, 2023.

2. **Municipal Finance Officers' Association of Ontario (MFOA) 2023 Federal Budget Summary**

Attached as Appendix I is a summary of the Municipal Finance Officers' Association of Ontario (MFOA) on the 2023 Federal Budget dated March 28, 2023.

3. **2023 Annual Repayment Limit (ARL)**

Attached as Appendix III is a letter from Director (A), Ruchi Parkash, Municipal Finance Policy Branch, Ministry of Municipal Affairs and Housing enclosing the County's 2023 Annual Repayment Limit (ARL). The Province has adjusted the joint local board fees and revenues for Long-Term Care Homes reported in the County's 2021 FIR to include only our share of such revenues.

4. **Unaudited 2022 Financial Statements**

Attached as Appendix IV are the 2022 Unaudited Financial Statements for the Renfrew County Housing Corporation, Bonnechere Manor, Miramichi Lodge and the General Revenue Fund. Please note that these Financial Statements not only include a Statement of Revenue and Expenditures and Balance Sheet for the year ending December 31, 2022, but also a breakdown of the Accumulated Surplus for each entity as at December 31, 2022. The Statement of Revenue and Expenditures is presented comparing the actual results for 2022 to the 2022 budget adopted by County Council.

These Financial Statements reflect a total consolidated municipal surplus of \$727,348, which comes from the following sources:

|                                    |             |
|------------------------------------|-------------|
| General Fund                       | \$0         |
| Miramichi Lodge                    | (\$487,911) |
| Bonnechere Manor                   | \$416,227   |
| Renfrew County Housing Corporation | \$799,032   |

To convert these statements to be fully PSAB compliant, we must add back amortization expense but remove any impact for capital, reserve transfers, debt principal and debt proceeds. The adjusted Accounting Surplus totals \$18,757,164 which is allocated as follows:

- \$15,411,971 increase to tangible capital assets (net of amortization)
- \$1,983,822 decrease in long term debt
- \$218,068 decrease in unfinanced capital (Centennial Lake Bridge)
- \$510,543 increase in employee liabilities
- \$156,926 increase in reserves
- \$1,496,920 increase in unallocated surplus
  - o \$851,036 to Renfrew County Housing Corporation
  - o \$532,556 to Bonnechere Manor
  - o (\$512,796) to Miramichi Lodge
  - o \$626,124 to the General Fund.

The 2022 Accumulated Surplus increased by \$18,757,164 to \$352,976,158 as at December 31, 2022.

5. **COVID-19 Corporate Financial Summary to December 31, 2022**

As requested by Committee, attached as Appendix V is a chart summarizing the financial activities for all County of Renfrew Departments in relation to our COVID-19 initiatives to December 31, 2022.

6. **Policy GA-06 Investment Policy**

As requested at the March 2023 Committee meeting, staff have now presented the 2022 Investment Report in the same format as the 2018 Report. In addition, we have attached as Appendix VI the Nesbitt Burns Performance Reports for the County of Renfrew and the Renfrew County Housing Corporation. The Statement of Investment Policies and Goals is intended to direct the investment of surplus cash, Trust Funds, Reserve and Reserve Funds of the Corporation of the County of Renfrew in accordance with the requirements of the Municipal Act, 2001, S.O. 2001 c.25 and Ontario Regulation 438/97, as amended. This policy also requires that the Treasurer report annually to Council on investment activities as per the requirements of Ontario Regulation 438/97, as amended. Therefore, I wish to report the following:

The investment portfolio, as at December 31, 2022, is represented in the following table.

| <b>Investment Type</b>                         | <b>2022</b>       | <b>2021</b>       |
|--|-------------------|-------------------|
| B2B Bank GIC (Dec 5/22 - 2.87%)                | -                 | 100,213           |
| Bank of Montreal GIC (Nov 6/23 - 3.51%)        | 1,005,385         | 1,005,385         |
| Bank of Montreal GIC (Oct 15/24 - 2.31%)       | 1,004,936         | 1,004,936         |
| Bank of Montreal GIC (May 8/24 - 2.63%)        | 1,017,149         | 1,017,149         |
| Canadian Tire Bank GIC (Dec 5/22 - 2.91%)      | -                 | 100,215           |
| CDN Western Bank (May 8/24 - 2.90%)            | 1,018,910         | 1,018,910         |
| Concentra Bank GIC (Dec 5/22 - 2.90%)          | -                 | 100,215           |
| LBC Trust GIC (Dec 5/22 - 2.87%)               | -                 | 100,212           |
| Manulife Bank GIC (Sep 19/22 - 2.65%)          | -                 | 503,775           |
| Bank of Montreal GIC (May 7/25 - 2.11%)        | 1,013,816         | 1,013,816         |
| Equitable Bank GIC (Sep 23/26 - 2.15%)         | 100,589           | 100,589           |
| Equitable Trust GIC (Sep 23/26 - 2.15%)        | 100,589           | 100,589           |
| Home Trust GIC (Sep 23/26 - 2.15%)             | 100,589           | 100,589           |
| Home Equity Bank GIC (Sep 23/26 - 2.15%)       | 100,589           | 100,589           |
| Manulife Bank GIC (Sep 23/26 - 1.75%)          | 602,877           | 602,877           |
| Presidents Choice Bank GIC (Sep 23/26 - 1.95%) | 100,534           | 100,534           |
| RFA Bank of Canada GIC (Sep 23/26 - 1.85%)     | 100,507           | 100,507           |
| Bank of Montreal GIC (Sep 23/24 - 4.55%)       | 506,233           |                   |
| BMO Trust Company GIC (Dec 6/27 - 4.75%)       | 401,353           |                   |
| BMO RAAG - Prime less 1.5%                     | 68,079,937        | 66,605,441        |
| <b>Totals</b>                                  | <b>75,253,993</b> | <b>73,776,541</b> |

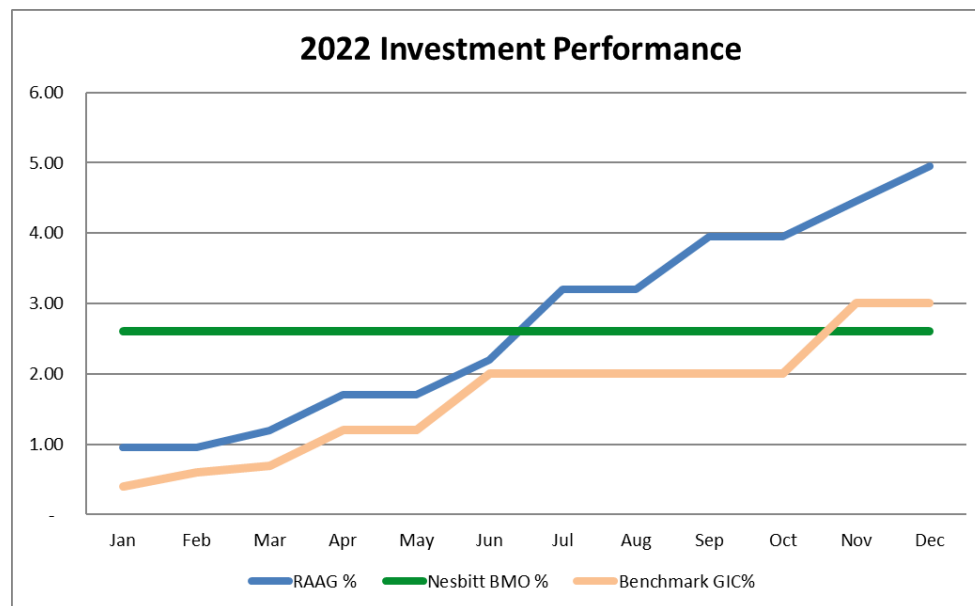
The County of Renfrew made the following investment transactions in 2022:

| <b>Investment Type</b>                    | <b>Purchased</b> | <b>Redeemed</b>  |
|---|------------------|------------------|
| Manulife Bank GIC (Sep 19/22 - 2.65%)     |                  | (500,000)        |
| B2B Bank GIC (Dec 5/22 - 2.87%)           |                  | (100,000)        |
| Canadian Tire Bank GIC (Dec 5/22 - 2.91%) |                  | (100,000)        |
| Concentra Bank GIC (Dec 5/22 - 2.90%)     |                  | (100,000)        |
| LBC Trust GIC (Dec 5/22 - 2.87%)          |                  | (100,000)        |
| Bank of Montreal GIC (Sep 23/24 - 4.55%)  | 500,000          |                  |
| BMO Trust Company GIC (Dec 6/27 - 4.75%)  | 400,000          |                  |
| <b>Totals</b>                             | <b>900,000</b>   | <b>(900,000)</b> |

The following table provides a summary of the performance of the portfolio of investments for 2022, compared to the Bank of Canada 1 Year GIC benchmark:

| Date           | RAAG = Prime less<br>1.5% | Average BMO Nesbitt<br>Investment Return | 1 YEAR GIC<br>Benchmark |
|----------------|---------------------------|--|-------------------------|
| Jan            | 0.95                      | 2.61                                     | 0.4                     |
| Feb            | 0.95                      | 2.61                                     | 0.6                     |
| Mar            | 1.20                      | 2.61                                     | 0.7                     |
| Apr            | 1.70                      | 2.61                                     | 1.2                     |
| May            | 1.70                      | 2.61                                     | 1.2                     |
| Jun            | 2.20                      | 2.61                                     | 2                       |
| Jul            | 3.20                      | 2.61                                     | 2                       |
| Aug            | 3.20                      | 2.61                                     | 2                       |
| Sep            | 3.95                      | 2.61                                     | 2                       |
| Oct            | 3.95                      | 2.61                                     | 2                       |
| Nov            | 4.45                      | 2.61                                     | 3                       |
| Dec            | 4.95                      | 2.61                                     | 3                       |
| <b>Average</b> | <b>2.70</b>               | <b>2.61</b>                              | <b>1.68</b>             |

The following chart presents a graphical perspective on our investment performance compared to our benchmark - the Chartered Bank administered 1 year guaranteed investment certificate (GIC) rates of return.

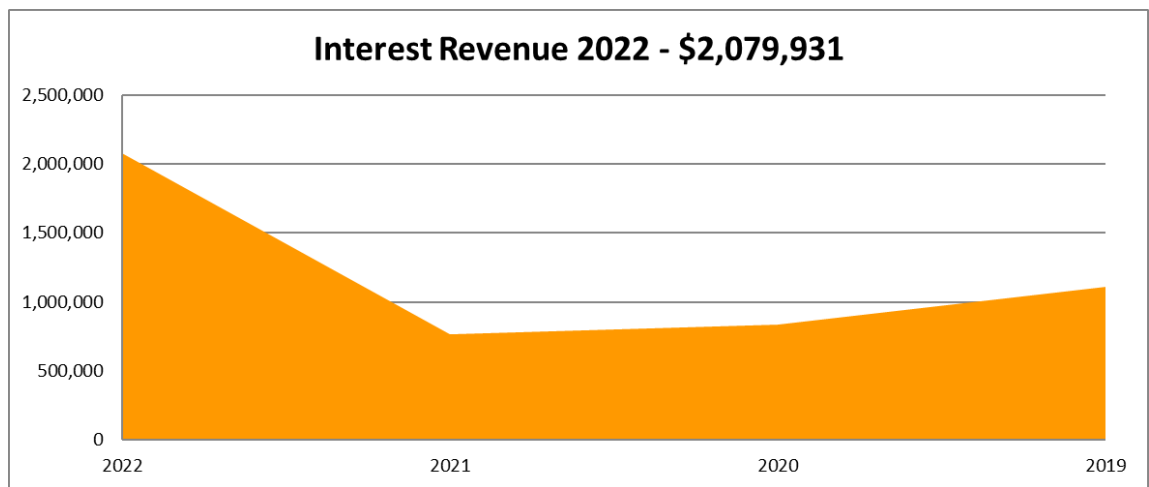


The County of Renfrew, as part of the Renfrew Area Administrators Group (RAAG), receives a preferred rate on all current funds held in a RAAG account. The current program provides for a return of Bank Prime less 1.50% on all funds invested within the program. Our average rate of return for the RAAG current accounts was **2.70%**. The RAAG banking arrangement was opened to a Request for Proposal process in 2012, and the Bank of Montreal was awarded a new 5-year term starting August 1, 2012. In 2017, the Renfrew Area Administrators Group (RAAG) exercised their option for a five-year

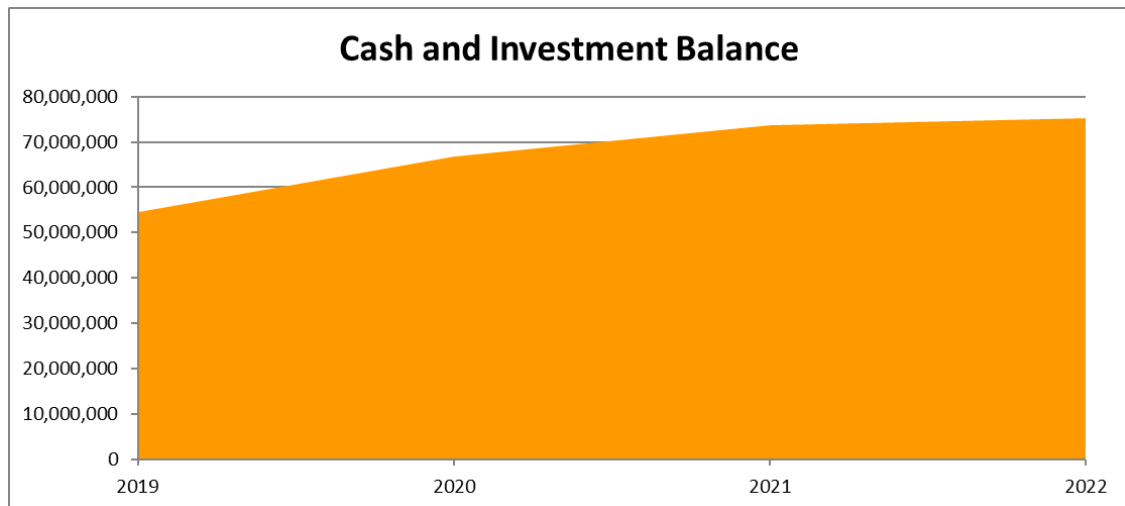
extension to the existing BMO agreement. This agreement was extended a second time and will now expire on December 31, 2025.

In addition to the RAAG program listed above, the County of Renfrew utilizes BMO Nesbitt Burns to source other investment opportunities in accordance with our Investment Policy and the Municipal Act. These investments are in the form of Canadian and Provincial guaranteed bonds, municipal bonds, deposit certificates for Schedule I or II banks and deposit certificates for loan and trust corporations. We utilize a 5-year ladder approach to investing which is an investment strategy that reduces the reinvestment risk associated with rolling over maturing bonds and fixed-income products all at once and also helps manage the flow of money, ensuring that we have a steady stream of cash flows available to us every year. Our average rate of return with BMO Nesbitt Burns was **2.61%**.

Total interest received and accrued for 2018 was **\$2,079,931** (\$767,011 in 2021).



The four-year history of the cash and investment positions for the County of Renfrew is presented in the following chart:



## **Compliance with Investment Policies and Goals**

It is my opinion that all investments were made in accordance with the investment policies and goals adopted by the County of Renfrew.

### **7. Proposed Amendments to Provincial Offences Act (POA)**

Attached as Appendix VII is a letter from the Attorney General Doug Downey. On November 23, 2022, proposed amendments to the POA aimed at modernizing and streamlining processes in POA courts were introduced in the Ontario Legislature as Schedule 8 under Bill 46, the *Less Red Tape, Stronger Ontario Act, 2023*. Bill 46 received Royal Assent on March 22, 2023.

As a result, the following changes to the POA have been approved:

#### **Implementation of Amendments to Allow for Clerk Review of Reopening Applications**

Currently, the POA allows a defendant convicted of either failing to respond to a charge laid by certificate of offence or of failing to appear for a hearing or early resolution meeting, to apply to have the conviction struck and the matter reopened. Such applications are currently reviewed by a justice of the peace and may be granted if the justice of the peace is satisfied that, through no fault of their own, the defendant was unable to appear for a hearing or an early resolution meeting or did not receive a notice or document relating to the offence.

Effective September 22, 2023, clerks of the court will grant, but not deny, applications to strike a conviction on a ticket, if satisfied that the defendant, through no fault of their own, missed a notice or was unable to attend a meeting or hearing related to the ticket. If the clerk is not able to grant the application and strike the conviction, the clerk must forward the application to a justice of the peace to make the determination whether to grant or deny the request for a reopening.

These amendments will assist municipalities in recovering from the disruption of court operations created by the pandemic by freeing up judicial time and allowing municipal court staff to address the backlog of cases more quickly.

#### **Repeal of the Bill 177 Early Resolution Reforms**

Effective March 22, 2023, amendments to section 5.1 of the POA, together with previously proposed sections 5.2 to 5.5 are repealed, although they had not yet come into force. These previously proposed amendments would have changed the “early resolution” process in ways that are no longer desired by stakeholders.



## 8. Provincial Offences Administration Workload

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

| Month    | Charges Received | Trial Notices Issued | Early Resolution Notices | Payments Processed | Payfines Payments Processed | Number of Files Reviewed | Licence Suspensions | Collection Notices | To Collection Agency |
|----------|------------------|----------------------|--------------------------|--------------------|-----------------------------|--------------------------|---------------------|--------------------|----------------------|
| January  | 588              | 40                   | 72                       | 365                | 303                         | 480                      | 82                  | 215                | 173                  |
| February | 581              | 24                   | 44                       | 325                | 238                         | 384                      | 105                 | 68                 | 122                  |
| March    | 771              | 48                   | 81                       | 433                | 387                         | 363                      | 68                  | 127                | 187                  |

## 9. Provincial Offences Administration Backlog [Strategic Plan Goal #3]

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

| Month 2022 | # of Courts Originally Scheduled | # of Courts Cancelled | # Part I Charges in Backlog | Part III New Charges | # Part III Charges in Backlog | Total Backlog Charges | Number of Court Days Required for Backlog | Months to Clear Backlog at Current Rate |
|------------|----------------------------------|-----------------------|-----------------------------|----------------------|-------------------------------|-----------------------|---|---|
| Jan        | 6                                | 2                     | 313                         | 109                  | 907                           | 1329                  | 55  | 18                                      |
| Feb        | 5                                | 2                     | 297                         | 105                  | 1042                          | 1444                  | 60  | 20                                      |
| March      | 7                                | 3                     | 240                         | 114                  | 897                           | 1251                  | 52  | 17                                      |

## 10. Staff Engagement Survey

At the request of the Chief Administrative Officer, in consultation with the Senior Leadership Team, the Human Resources division created and launched a survey designed to capture feedback on the experiences of County employees in a number of key areas.

Attached as Appendix VIII is the presentation relating to the staff engagement survey.

## RESOLUTIONS

### 11. 2023 Federation of Canadian Municipalities (FCM) Membership Dues

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that the 2023 membership fee to the Federation of Canadian Municipalities (FCM) in the amount of \$23,093.95 including HST be approved.

#### **Background**

The County of Renfrew, along with its lower-tier municipalities are members of the Federation of Canadian Municipalities (FCM).

- The membership fee for 2018 was \$15,165.82 including HST, plus an additional \$2,289 to support the FCM legal defense fund, which the County opted not to participate in.
- The membership fee for 2019 was \$15,585.15 including HST, plus a new and voluntary fund of \$7,458.00 to support the FCM Special Advocacy Fund, which the County opted not to participate in.
- The 2020 membership of \$20,088.82 was an increase of 29% over 2019.
- The 2021 membership of \$20,800.81 was a 3.54% increase from 2020.
- The 2022 membership of \$21,521.42 is a 3.46% increase from 2021.
- The 2023 membership of \$23,093.95 is a 7.3 % increase from 2022.

### 12. County of Renfrew Community Paramedic Reserve

**Recommendation:** THAT the Finance & Administration Committee recommend to County Council the use of \$112,879.25 from the existing Community Paramedic Reserve to cover the operating deficit within the Community Paramedic Long Term Care Program as at December 31, 2022.

#### **Background**

On January 27, 2021 the County of Renfrew signed an agreement with Arnprior Regional Health to work together to establish and operate a Renfrew County Virtual Triage and Assessment Center to respond to the spread of COVID-19 and ease the pressure on hospital emergency departments. The relationship between the parties is that of independent contractors. As such, the County of Renfrew was contracted to provide for community assessment and screening for COVID-19 through the combination of mobile outreach clinics and by attending the homes of people who were unable to attend the clinics. Each Renfrew County clinic was staffed based upon demand and pre-approved levels by Arnprior Regional Health. This contract provided that the County could submit invoices to Arnprior Regional Health at \$1,000 per day per Paramedic and \$500 per day for non-Paramedic staff. This billing arrangement led to an operating surplus at the end of 2020 and Council approved the creation of a Community Paramedic Reserve through Resolution No. H-CC-21-03-23.

Finance staff have prepared draft financial statements for 2022 and have determined that there is an operating deficit within the Community Paramedic Long Term Care Program. Staff are requesting that Council approve the use of these reserve funds to ensure that this deficit does not impact the Corporation and that no property tax levy dollars are used to support this program.

## **BY-LAWS**

### **13. 2023 Tax Policy**

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that a By-law setting the starting 2023 tax ratios for County purposes and lower-tier purposes for the year 2023 be adopted at the next session of County Council.

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve that the 2023 tax ratio By-law include a revenue neutral ratio for the Landfill class at 1.189066.

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve a final reduction in the Broad Industrial Ratio down to the Provincial Threshold of 2.63, which was phased in over a 2-year period beginning with the 2022 taxation cycle.

#### **Background - Executive Summary of 2023 Tax Policy Recommendations from the Tax Policy Working Group**

The Finance Division held a Virtual Tax Policy Working Group meeting Tuesday, March 14, 2023 at 11:00 a.m. that included all of the local Municipal Treasurers. The following is an Executive Summary of the recommendations from the Tax Policy Working Group. A slide deck was prepared for the March 14 meeting of the TPWG and is included as Appendix VIII.

**Ratios** - The Tax Policy Working Group (TPWG) is recommending that we adopt the following tax ratios for 2023.

|                              | <u>2023</u> | <u>2022</u> |
|------------------------------|-------------|-------------|
| <b><u>TAX RATIOS</u></b>     |             |             |
| RESIDENTIAL/FARM             | 1.000000    | 1.000000    |
| RESIDENTIAL/FARM-FARMLANDS 1 | 0.350000    | 0.350000    |
| MULTI-RESIDENTIAL            | 1.943600    | 1.943600    |
| MULTI-RESIDENTIAL - NEW      | 1.000000    | 1.000000    |
| COMMERCIAL - OCCUPIED        | 1.814700    | 1.814700    |
| COMMERCIAL - VACANT          | 1.814700    | 1.814700    |
| COMMERCIAL - FARMLANDS 1     | 0.350000    | 0.350000    |
| INDUSTRIAL - OCCUPIED        | 2.466904    | 2.716839    |
| INDUSTRIAL - VACANT          | 2.466904    | 2.716839    |
| LARGE INDUSTRIAL- OCCUPIED   | 2.782032    | 3.063894    |
| LARGE INDUSTRIAL- VACANT     | 2.782032    | 3.063894    |
| LANDFILL - new               | 1.189066    | 1.189066    |
| PIPELINES                    | 1.332800    | 1.332800    |
| FARMLANDS                    | 0.250000    | 0.250000    |
| MANAGED FORESTS              | 0.250000    | 0.250000    |

**Industrial Ratio Reduction** - At our April 2021 County Council meeting, approval was received to reduce the Broad Industrial Class Ratio down to the Provincial Threshold of 2.63, phased in over a 2-year period, beginning with the 2022 taxation cycle. Now that we have fully implemented this reduction, this change has removed the last tax classes that are subject to levy restriction. For 2023, the Industrial Ratio will be 2.466904 and the Large Industrial Ratio will be 2.782032, achieving a Broad Industrial Class Ratio of 2.63. All tax classes are now at or below the provincial threshold and any municipal budgetary increase would be applied to all tax classes.

**New Landfill Class and Ratios** - On December 13, 2016, an amendment to Ontario Regulation 282/98 under the Assessment Act was filed, which implements several of the Landfills Assessment Review recommendations. The regulation prescribes the use of the historic valuation methodology to assess landfills for the 2016 reassessment. The historic methodology values landfills as vacant industrial land, with structures assessed based on the replacement cost approach; prescribes the exclusion of environmental protection features from the assessed value of landfills; and establishes a new landfill property class. Municipalities with properties in the Landfill class in their jurisdiction must include a Landfill class tax rate and tax ratio starting in 2017. On April 5, 2017 the Ministry of Finance advised all municipalities that Ontario Regulations 94/17, 95/17, 97/17, 98/17 and 99/17 had been filed to implement the municipal tax policy framework. In 2017, Renfrew County chose a Starting Ratio for the Landfill class to be the same as the 2017 Starting Ratios for the Commercial class at 1.814700.

For the 2023 taxation year, confirmation has been received from the Ministry of Finance that O. Reg 95/17, Section 10.2 will continue to be applied for tax year 2023. Therefore, the transition ratio for the Landfill class is the Revenue Neutral ratio, with the ability to increase it up to 5%. The revenue neutral ratio for 2023 is 1.189066. If this regulation does not change for subsequent years, then the Transition Ratio for the Landfill Class will be recalculated every year since it has to equal the Revenue Neutral Ratio for that class. The Revenue Neutral Ratios are calculated to raise the same proportion of the levy

for each class as it paid in the previous tax year. Since there was no reassessment for the 2023 year, **TPWG is recommending that County Council maintain the current revenue neutral ratio for the Landfill class at 1.189066.**

**Multi Residential Ratios** – The TPWG considered a reduction in the Multi-Residential Ratio to match the ratio in the New Multi-Residential Ratio Tax Class. Using 2022 data, there are 108 multi-residential properties in the County (average CVA of \$1.5M) and 5 new multi-residential properties (average CVA \$2.5M). A reduction in the Multi-Residential Ratio to match the ratio in the New Multi-Residential Ratio Tax Class would result in a shift of the property tax burden away from multi residential (47.9%) and onto all other classes (1.17%). This decision has been deferred until after the next market-based reassessment from MPAC and after we survey our peers.

**Levy Restriction** – Given the decision by County Council in 2022 to phase-in a reduction of our Broad Industrial Tax Ratio to the Provincial Threshold of 2.63 by 2023, we are no longer faced with a levy restriction calculation for the 2023 taxation year. Before we made the decision to reduce the ratio down to the Provincial Threshold, this option could be utilized at either the upper or lower tier independently. For the Upper Tier, County staff consistently recommended that the County elect to increase the industrial and large industrial tax rates by 50% of the residential budgetary increase, based on notional tax rates. The principle of having the industrial class pay for some of the municipal levy increase is seen as appropriate.

**Notional Rate Adjustment** - In response to municipal requests, a technical adjustment to the provincially prescribed notional property tax rate calculation was announced in the 2016 Ontario Budget. This adjustment ensures that when calculating notional tax rates, municipalities and the Province are able to address any unintended effects due to specific in-year property assessment changes, such as assessment appeal losses. Municipalities have the option to adjust the year-end assessment used in the notional property tax rate calculation to offset changes resulting from certain in-year reassessment related changes, including: Assessment Review Board decisions; Request for Reconsiderations; Post Roll Amended Notices; and Special Advisory Notices. In 2016, regulations were enacted for each municipality that adopted the adjustment. For 2017 and future years, the Ministry has taken steps to ensure a more streamlined process, which will not require further regulations. Adoption of the adjustment can be implemented for any municipality by selecting the adjustment through the OPTA system. To ensure the ongoing integrity of education property tax revenues, the property tax rate calculation adjustment is also applied to education property tax rates. **TPWG is not recommending that we adjust year end taxation through the use of this option.**

**Discount Rates** – The County has always used the legislated reductions of 30% for Commercial and 35% for Industrial vacant units, vacant land and excess land. The Province began providing municipalities with broad flexibility for 2017 and future years

to tailor the programs to reflect community needs and circumstances, while considering the interests of local businesses. Municipalities can implement changes to the existing discount by notifying the Minister of Finance of their intent to utilize this flexibility and provide details of the proposed changes along with a council resolution. In 2018, County Council passed a resolution seeking Ministerial consent to eliminate the vacant and excess land subclasses as well as the vacant building rebate program for the 2019 taxation year and thereafter.

On December 7, 2018, O. Reg. 490/18 was filed amending O. Reg. 580/17 under the Municipal Act, 2001 to implement requested changes to the Vacant and Excess Land Subclasses. For the purposes of subsection 313 (1.3) of the Act, the County of Renfrew is authorized to pass a by-law providing that a tax rate reduction in paragraph 2, 3, 4 or 5 of subsection 313 (1) of the Act does not apply for a taxation year after 2018.

Also, on December 7, 2018, O. Reg. 491/18 was filed amending O. Reg. 325/01 under the Municipal Act, 2001 to implement requested changes to the Vacant Unit Rebate. For the 2019 taxation year and subsequent taxation years, the lower-tier municipalities in the County of Renfrew are not required to have a program to provide tax rebates to owners of property that have vacant portions.

**Optional Small Business Subclass**— TPWG is not recommending the introduction of this new subclass at this time. To date, Toronto and Ottawa are the only two municipalities that have elected to implement this subclass. The new subclass allows for an up to 35% reduction in the commercial and industrial rates, with the Province automatically matching the reduction in the education rate. At the fall 2021 tax policy working group meeting, it was recommended that this subclass not be adopted for the following reasons:

Municipalities must establish a process for identifying properties and portions of properties eligible for inclusion in the subclass. This can be an application-based process and/or a criteria-based determination process not requiring individual applications by property owners. They may also use both a criteria-based determination process and an application process.

Municipalities opting to use the subclass must appoint a Program Administrator and an Appellate Authority.

The Program Administrator is responsible for providing MPAC with a list of the properties, or portions of properties, that are approved for inclusion in the subclass for a taxation year.

The Appellate Authority is responsible for hearing any appeals of the Program Administrator's eligibility decisions.

This reduction in the tax burden for this new class would result in a shift in taxation onto all other classes.

**Optional Small Scale On-Farm Business Subclass**— TPWG is not recommending the introduction of this new subclass at this time. This subclass, if adopted, provides for a

75% reduction off the commercial or industrial tax rate of the first \$50,000 of applicable assessment. New in 2022, the municipality may opt to apply the reduction on up to the first \$100,000 of assessment. Currently there are 5 properties in Renfrew County who are eligible under this subclass with a combined CVA of only \$192,600. Due to the limited number of properties, it was recommended that this subclass not be adopted

**Tax Relief for Low Income Seniors/Disabled** – TPWG is not recommending any changes to the current policy to **defer** assessment related tax increases for low income and disabled seniors.

**Tax Relief on Eligible Property Occupied by Eligible Charities** – TPWG is not recommending any change to the current by-law establishing a tax rebate program for eligible charities in the amount of 40% of the taxes payable on eligible commercial or industrial properties.

**Deadlines for LTM Tax Rating By-laws** - As we are all using OPTA to create a CD to generate all business class property tax bills, the CD will not be available until **ALL** LTM's complete their budget processes and adopt a rating by-law. TPWG is recommending that all tax rating by-laws should be adopted prior to **June 15, 2023** and all tax rates should be entered by each municipality into the OPTA system by that same date. This process would allow the issuance of property tax bills to the business community before the summer vacation period.

#### 14. **2023 County of Renfrew Tax Rate By-law**

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that a By-law to Establish the 2023 Tax Rates for County of Renfrew Purposes be adopted at the next session of County Council.

##### **Background**

Committee will recall at the February 23, 2023 Session of County Council, By-law Number 19-23, being a By-law to Adopt the Estimates for the Sums Required During the Year 2023 for General, Capital and All Purposes of the County of Renfrew was adopted in the amount of Fifty Two Million, Eight Hundred and Ninety Three Thousand, Eight Hundred and Ninety Six Dollars (\$52,893,896) as the estimate of property tax levy required during the year 2023. As a result of our Tax Policy recommendations we are now able to recommend the adoption of the County tax rates for 2023. The following table provides a summary of the 2023 County tax rates with a comparison to the 2022 rates:

| Property Class              | 2023 Tax Rates | 2022 Tax Rates |
|-----------------------------|----------------|----------------|
| Residential                 | 0.00391501     | 0.00381620     |
| Residential - FAD (Phase I) | 0.00137025     | 0.00133567     |
| Multi-Residential           | 0.00760921     | 0.00741717     |
| New Multi-Residential       | 0.00391501     | 0.00381620     |
| Commercial - Occupied       | 0.00710457     | 0.00692526     |
| Commercial - Vacant         | 0.00710457     | 0.00692526     |
| Commercial - FAD (Phase I)  | 0.00137025     | 0.00133567     |
| Industrial - Occupied       | 0.00965795     | 0.01028676     |
| Industrial - Vacant         | 0.00965795     | 0.01028676     |
| Large Industrial - Occupied | 0.01089168     | 0.01160081     |
| Large Industrial – Vacant   | 0.01089168     | 0.01160081     |
| Landfill                    | 0.00465520     | 0.00453772     |
| Pipelines                   | 0.00521792     | 0.00508623     |
| Farmland                    | 0.00097875     | 0.00095405     |
| Managed Forest              | 0.00097875     | 0.00095405     |

#### 15. Corporate Policies and Procedures – Human Resources

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that the revised Corporate Policy H-03 – Employee Referral Bonus Program and H-04 - Employee Recognition Program be approved; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

##### **Background**

Attached as Appendix IX is By-law 63-03 and the following new policies:

##### **a) H-03 Employee Referral Bonus Program**

- Creation of a referral program to aid in recruiting challenges faced in the long-term care department.
- Based on results of engagement survey.

##### **b) H-03 Employee Recognition Program**

- Creation of a formal employee recognition program
- Based on results of engagement survey.

These two policies contribute to Strategic Plan goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.





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## PROVINCIAL ECONOMIC AND FISCAL UPDATE 2023: BUILDING A STRONG ONTARIO

Date: March 23, 2023

### 1. ECONOMIC AND FISCAL UPDATE AND RELATED DOCUMENTS

Click here for the 2023 [Provincial Economic and Fiscal Update](#), [Highlights](#), and [News Release](#).

### 2. PROVINCIAL ECONOMIC AND FISCAL UPDATE 2023 PRIORITIES

The economic and fiscal update stresses a number of themes:

- Building Ontario's economy for today and tomorrow
- Building highways, transit and infrastructure projects
- Working for workers
- Keeping your costs down
- Better services for you

### 3. MUNICIPAL HIGHLIGHTS

#### HOUSING

- \$24M over three years to the Ontario Land Tribunal and Landlord and Tenant Board to clear the backlog and streamline processes to resolve disputes faster (p. 83).
- \$202M annually in additional funding to the Homelessness Prevention Program and Indigenous Supportive Housing Program (p. 84).

#### INFRASTRUCTURE

- \$1B to support critical legacy infrastructure in the Ring of Fire region (p. 23).
- Investing an additional \$5M per year for the Winter Roads Program to improve all-season roads for remote First Nations communities in the Far North (p. 57).

#### EMERGENCY MANAGEMENT

- \$110M over three years to fund, train, coordinate and improve the province's emergency preparedness:
  - The creation of a new Emergency Management Preparedness Grant to support

community organizations;

- Investing in a new Emergency Response Fund, to provide urgent relief for municipalities, First Nations, and communities often needed in the first 24-72 hours after an emergency arises. This funding can be used to assist communities by mobilizing skilled volunteer resources, deploying coordination teams, and providing equipment and financial assistance;
- Expanding a new emergency preparedness program which meet the diverse needs of communities and are implemented across the province;
- Providing annual funding to better support capacity among communities with nuclear roles and responsibilities, and enhance their ability to protect the health, safety and welfare of citizens in the event of a nuclear incident (p. 102).

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#### OTHER

- An amendment to the *Dedicated Funding for Public Transportation Act, 2013* to ensure that Ontario's Gas Tax Program continues to provide two cents per litre of provincial gas tax revenue to municipalities in order to support local public transit. This amendment reflects the previous announcement that the gas tax rate reduction does not impact this program. (p. 186)
- Plans to work with municipalities and utilities on designs and infrastructure upgrades for industrial "mega-sites" (p. 28).
- Exploring the introduction of an Urban Mobility Vehicle pilot program to enable micromobility options to operate in Ontario where municipalities would be able to opt in by passing a bylaw (p. 30).
- Exploring the creation of a new provincial protected area in the Township of Uxbridge (p. 68).

#### 4. OTHER INITIATIVES

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##### HEALTHCARE AND LONG-TERM CARE

- An additional \$425M over three years to support the *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System*, which will provide community-based mental health and addictions services providers with a 5% increase in base funding. Some of these investments include:
  - Supporting community-led and delivered mental health programs;
  - Maintaining supportive housing and services for people living with mental health and addictions challenges as they transition from hospital to the community;
  - Working with Indigenous partners and communities to maintain co-developed programs and services that support Indigenous peoples; access to care. (p. 89).
- \$9.6M in additional investments to accelerate development of the Runnymede Healthcare Centre's First Responders Wellness and Rehabilitation Centre to support mental health

treatment capacity for first responders (p. 60).

- \$5.5M in 2023/24 to build Behavioural Specialized Units, including 70 new beds, in long-term care homes to expand care for individuals with complex needs (p. 62).
- \$174M over two years, starting in 2024/25, to continue the Community Paramedicine for Long-Term Care Program (p. 88).
- The paid COVID-19 leave program will expire effective March 31, 2023 (p. 90).
- \$72M in 2023/24 for community surgical and diagnostic centres to reduce wait times for surgeries and procedures (p. 90).
- \$22M to hire up to 200 hospital preceptors to provide mentorship, supervision and training to newly graduated nurses (p. 94).
- \$15M to keep 100 mid-to-late career nurses in the workforce (p. 94).
- \$4.3M to help at least 50 internationally trained physicians get licensed in Ontario (p. 94).
- \$80M over three years to further expand nursing education in universities and colleges by increasing enrolment (p. 94).
- \$200M to extend supports to address immediate health care staffing shortages and grow the workforce (p. 94).
- \$100.8M over three years to expand and accelerate the rollout of undergraduate and postgraduate medical training seats across Ontario (p. 95).
- \$33M over three years to add 100 undergraduate and 154 postgraduate medical training seats (p. 95).
- \$60M over two years to expand existing primary care teams and create up to 18 new primary care teams in communities with the greatest need (p. 96).
- \$51M over three years to support the Dedicated Offload Nurses Program to support 9-1-1 response in Ontario communities (p. 96).

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#### SOCIAL ASSISTANCE

- The Province is proposing to amend the *Ontario Guaranteed Annual Income Act* to expand the eligibility for the Guaranteed Annual Income System (GAINS) for low-income seniors. Starting in 2024, the expansion would increase the total number of recipients by 50% (p. 80).

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#### SKILLS AND EMPLOYMENT

- \$75M over three years to the Skills and Development Fund (p. 70).
- As previously announced, \$224M starting in 2023/24 for a new capital stream of the Skills Development Fund to expand access to brick-and-mortar training centres (p. 70).
- \$15M over three years to Better Jobs Ontario (p. 71).
- \$5M to launch a second round of the Ontario Micro-credentials Challenge Fund to support the creation of more micro-credential projects (p. 72).

- \$25M over three years to Ontario's Immigrant Nominee Program to speed up the application process for immigrants with skilled trades (p. 73).
- \$3M to expand the Ontario Bridge Training Program to help internationally trained immigrants find employment in their fields (p. 73).
- \$3.5M in additional funding over three years to support the Abilities Centre in Whitby to deliver inclusive skills development programs for individuals with disabilities (p. 73).

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#### *BUSINESS SUPPORTS*

- Enhancing the Ontario Junior Exploration Program, which targets junior mining companies looking to finance exploration products, with \$6M in additional funding over the next two years (p. 24).
- Introducing the Manufacturing Investment Tax Credit for the manufacturing sector for costs associated with investments in buildings, machinery, and equipment. Estimated cost is \$780M over the next three years (p. 27).
- Increasing Independent Electricity System Operator (IESO)'s energy efficiency programs by \$342M (p. 32).
- Expanding access to the small business Corporate Income Tax (CIT) rate, extending the eligible range from between \$10-15M of taxable capital to between \$10-50M (p. 35).
- Increasing investments in Futurpreneur Canada by \$2M in 2023/24 to assist young entrepreneurs (p. 36).
- Additional \$15M over three years for the Racialized and Indigenous Supports for Entrepreneurs Grant Program (p. 36).
- \$1M per year for three years in additional funding for Invest Ottawa to expand into a Regional Innovation Centre hub for all of Eastern Ontario (p. 36).
- \$3M over three years to support effective risk management in the Financial Sector through the Global Risk Institute (p. 39).

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#### *EDUCATION*

- \$32.4M over three years to support 6,500 research internships through Mitacs (p. 74).
- \$3.3M over three years, beginning in 2023/24, to expand access to dual credit opportunities in health-care related courses for secondary students (p. 74).
- \$14.7M over two years, starting in 2024/25, to launch a new collaborative Doctor of Veterinary Medicine program with the University of Guelph and Lakehead University (p. 76).
- \$900,000 over three years to launch a new Veterinary Incentive Program (p. 76).
- \$25M over two years to provide support for students in senior kindergarten to Grade 2 through evidence-based screening tools to assess reading skills (p. 97).
- \$12.6M over two years to double the number of school math coaches (p. 97).
- \$6.2M in targeted supports for students with disabilities to pursue cooperative education opportunities (p. 97).
- \$6.8M over three years to support the financial literacy curriculum for students. Ontario will also release self-directed learning modules for Grade 9 and 10 students (p. 98).

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## CRIME

- \$1M over three years to expand the Seniors Safety Line, an elder abuse helpline operating provincewide (p. 100).
- \$13.4M to fight gun- and gang-related crime through the Guns, Gangs, and Violence Reduction Strategy (p. 100).
- \$2.5M to continue support for the Youth Violence and Human Trafficking Prevention Program and the Victim Quick Response Program+ (p. 101).

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## OTHER

- Commitment to review Ontario's Tax System (p. 39).
- Additional \$14M in 2023/24 for the Greenlands Conservation Partnership to secure new privately owned natural areas (p. 67).
- \$9.5M over the next three years to improve soil data mapping, evaluation and monitoring to ensure soil health (p. 67).
- \$170M over three years as part of the child welfare redesign, to support a new program aimed at improving long-term outcomes for youth (p. 99).
- An additional \$25.1M to support the identification, protection, and commemoration of Residential School burial sites across the province, as well as mental health supports for First Nation communities (p. 100).

## 5. PROVINCIAL ECONOMY

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### OVERVIEW (PP. 105, 108)

- Under the government's planned projection, Ontario is budgeted to return to a surplus position 2024/25.
- Economic challenges include: short and long-term trends in the global economy, including geopolitical tensions such as Russia's war in Ukraine, the reopening of China's economy, the energy transition, and policies such as the United States' *Inflation Reduction Act*.
- Other economic indicators performed well in 2022, including manufacturing sales, exports, wholesale and retail trade, and employment.
- Home sales were down due to rapidly rising interest rates as the Bank of Canada raised its policy interest rates from 0.25% at the beginning of March 2022, to 4.5% in January 2023.

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### INFLATION (P.105)

- Inflation is expected to reach 3.6% in 2023.

| %             | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---------------|------|------|------|------|------|------|
| CPI inflation | 3.5  | 6.8  | 3.6  | 2.1  | 2.0  | 2.0  |

#### INTEREST RATES (PP. 115, 116)

- To help control elevated consumer price inflation, the Bank of Canada significantly raised its policy interest rate from 0.25% at the beginning of March 2022 to 4.5% in January 2023.
- As inflation moderates further, the Bank is expected to eventually reduce policy interest rates, allowing for a decline in short-term interest rates.

| %                        | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--------------------------|------|------|------|------|------|------|
| 3 Mo. Treasury Bill rate | 0.1  | 2.3  | 4.3  | 3.3  | 2.5  | 2.4  |
| 10 Yr. Canada Bond rate  | 1.4  | 2.8  | 3.1  | 3.1  | 3.1  | 3.2  |

#### GDP (PP.105, 107, 111)

- Ontario's real gross GDP is projected to increase by 0.2% in 2023.
- Ontario's real GDP recorded its fifth consecutive increase in the third quarter of 2022, rising 0.4%, following a 0.9% increase in the second quarter.
- Private sector forecasts are projecting that Ontario's real GDP will grow by 0.3% in 2023, 1.4% in 2024, 2.6% in 2025 and 2.5% in 2026.

| %           | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-------------|------|------|------|------|------|------|
| Real GDP    | 5.2  | 3.7  | 0.2  | 1.3  | 2.5  | 2.4  |
| Nominal GDP | 10.3 | 9.4  | 2.8  | 3.6  | 4.6  | 4.5  |

#### EMPLOYMENT (PP.105, 109)

- The province's unemployment rate averaged 5.6% in 2022, matching the pre-pandemic rates in 2018 and 2019. As of January 2023, Ontario's unemployment rate was 5.2%.
- Ontario's employment growth rose by 4.6% in 2022, following a gain of 367,400 net jobs in 2021. The vast majority of the net employment gains were in full-time positions and in the private sector.

| %          | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|------------|------|------|------|------|------|------|
| Employment | 5.2  | 4.6  | 0.5  | 1.0  | 1.7  | 1.7  |

|        |  |  |  |  |  |  |
|--------|--|--|--|--|--|--|
| Growth |  |  |  |  |  |  |
|--------|--|--|--|--|--|--|

#### HOUSEHOLD INCOME AND DEBT (P. 107)

- While overall growth has been resilient, some interest rate-sensitive sectors such as consumer spending and housing investment have shown signs of slowing recently. Ontario's real household spending declined 0.9% in the third quarter of 2022. Real investment in residential structures declined 6.8% in the third quarter of 2022, following a 10.4% decline in the second quarter, coinciding with a slowing housing market.

#### CANADIAN DOLLAR (P. 116)

- The Canadian dollar was 76.8 cents US in 2022 and is expected to decrease to 74.4 cents US in 2023 and appreciate through 2026.

## 6. PROVINCIAL FINANCES

#### DEBT (P. 127)

- Primarily due to lower than forecast deficits and higher nominal GDP growth, the net debt-to-GDP ratio is projected to be 37.8% in 2022/23, 3.6 percentage points lower than the 41.4% forecast presented in the 2022 Budget.
- Over the medium-term outlook, Ontario's net debt-to-GDP ratio is now forecast to be 37.8% in 2023/24, 37.7% in 2024/25, and declining to 36.9% in 2025/26.

#### DEFICIT (P. 129, 134)

- Ontario is projecting a \$2.2B deficit in 2022/23. Over the medium-term, the government is projecting deficits of \$1.3B in 2023/24.

### Medium-Term Fiscal Plan and Outlook (\$B)

Table 3.1 P. 128

|                  | Actual<br>Outlook<br>2021/22 | Current<br>Outlook<br>2022/23 | 2023/24      | 2024/25      | 2025/26      |
|------------------|------------------------------|-------------------------------|--------------|--------------|--------------|
| <b>Revenue</b>   | <b>185.1</b>                 | <b>200.4</b>                  | <b>204.4</b> | <b>213.0</b> | <b>226.0</b> |
| <b>Expense</b>   |                              |                               |              |              |              |
| Programs         | 170.4                        | 189.1                         | 190.6        | 196.4        | 202.5        |
| Interest on Debt | 12.6                         | 13.4                          | 14.1         | 14.4         | 15.1         |

|                          |              |              |              |              |              |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Total Expense</b>     | <b>183.0</b> | <b>202.6</b> | <b>204.7</b> | <b>210.8</b> | <b>217.5</b> |
| Reserve                  | 0            | 0            | 1.0          | 2.0          | 4.0          |
| <b>Surplus/(Deficit)</b> | <b>2.1</b>   | <b>-2.2</b>  | <b>-1.3</b>  | <b>0.2</b>   | <b>4.4</b>   |
| Net Debt (as % of GDP)   | 39.8         | 37.8         | 37.8         | 37.7         | 36.9         |

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## **FEDERAL BUDGET 2023: A MADE-IN-CANADA PLAN**

Date: March 28, 2023

### **1. BUDGET AND RELATED DOCUMENTS**

[2023 Federal Budget](#), [Budget News Release](#)

### **2. FEDERAL BUDGET 2023 PRIORITIES**

The 2023 budget stresses a number of themes:

- Making life more affordable and supporting the middle class
- Investing in public health care and affordable dental care
- Made-In-Canada Plan: affordable energy, good jobs, and a growing clean economy
- Advancing reconciliation and building a Canada that works for everyone
- Canada's leadership in the world
- Effective government and a fair tax system

### **3. MUNICIPAL HIGHLIGHTS**

#### *INFRASTRUCTURE*

- Following the success of the Investing in Canada Infrastructure Program (ICIP), the government is actively reviewing Canada's continued infrastructure needs in the development of future federal infrastructure programming. An update will come later this year, including next steps on permanent public transit funding (p. 106).
- \$27.2M over five years to Transport Canada to establish a Transportation Supply Chain Office with industry and other orders of government to respond to disruptions and better coordinate action to increase the capacity, efficiency, and reliability of Canada's transportation supply chain infrastructure (p. 104).
- Collaborate with industry, provinces, territories, and Indigenous Peoples to develop a long-term roadmap for Canada's transportation infrastructure to better plan and coordinate investments to support future trade growth (p. 104).
- \$25M over five years to Transport Canada to work with Statistics Canada to develop transportation supply chain data (p. 104).
- \$210M over five years to VIA Rail to conduct maintenance on its trains on routes outside the Quebec City-Windsor Corridor (p. 106).

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## HOUSING

- As of April 1, 2023, financial institutions will be able to offer the Tax-Free First Home Savings Account, which was introduced in the 2022 Budget (p. 44).
- Guidelines will be published to protect those with mortgages who are facing exceptional circumstances. The guidelines will ensure federally regulated financial institutions provide access to a variety of relief measures appropriate to individual circumstances (p. 45).
- Reallocation of funding from the National Housing Co-Investment Fund's repair stream to its new construction stream, as needed, to boost the construction of new affordable homes (p. 45).
- An additional \$4B over seven years, starting in 2024/25, to implement a co-developed Urban, Rural, and Northern Indigenous Housing Strategy (p. 46).
- Consultation on changes required to remove regulatory barriers for homebuyers from diverse communities seeking access to alternative financing products (p. 47).

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## HEALTHCARE

- \$13B over five years, and \$4.4B ongoing to Health Canada to implement the Canadian Dental Care Plan. The Plan will provide dental coverage for uninsured Canadians with annual family income of less than \$90,000, with no co-pays for those with family incomes under \$70,000. Coverage will begin by the end of 2023, with details on eligible coverage released later this year (p. 62).
- \$45.9M over four years, starting in 2024/25, to expand the reach of the Canada Student Loan Forgiveness program (for eligible doctors and nurses) to more rural communities, including all communities with populations of 30,000 or fewer (p. 57).
- \$359.2M over five years to support a renewed Canadian Drugs and Substances Strategy:
  - \$144M to Health Canada for the Substance Use and Addictions Program to fund community-based supports, including safer supply, supervised consumption sites, and other health interventions;
  - \$20.2M to the Public Health Agency of Canada for a new community-based program to prevent substance use among young people;
  - \$73.9M, with \$4.6M ongoing, to Health Canada to streamline authorizations for supervised consumption sites and drug checking services, scale-up access to safer supply, and evaluate innovative approaches;
  - \$50.8M, with \$1.1M ongoing, to Health Canada and \$16M to the Public Health Agency of Canada to support data collection on substance-related harms and lab-based analysis of the illegal drug supply;
  - \$4.6M to Public Safety Canada to develop an overdose monitoring app for paramedics and other first responders; and,

- \$42M to the Royal Canada Mounted Police, \$6.2M to Public Services and Procurement Canada, and \$1.6M to Global Affairs Canada to tackle drug trafficking (pp. 58-59).
- \$158.4M over three years to the Public Health Agency of Canada to support the implementation and operation of 988 Suicide Prevention Line. A review to establish a long-term funding mechanism for this service will begin in 2025/26 (p. 60).
- \$36M over three years, starting in 2024/25, to Health Canada to renew the Sexual and Reproductive Health Fund, which supports community-based organizations that provide access to abortion, as well as other sexual and reproductive health care information and services (p. 60).
- \$250M over three years, starting in 2025/26, and \$75M ongoing to Health Canada to establish an Oral Health Access Fund, which will invest in targeted measures to address oral health gaps among vulnerable populations and reduce barriers to accessing care, including in rural and remote communities (p. 62).
- \$23.1M over two years to Statistics Canada to collect data on oral health and access to dental care in Canada, which will inform the rollout of the Canadian Dental Care Plan (p. 62).

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#### EMPLOYMENT

- \$625M in the Labour Market Transfer Agreements (p. 99).
- \$147M to extend Employment Insurance to a maximum of 45 weeks to eligible seasonal workers until October 2024. This is an extension of temporary rules from 2018 that were set to expire in October 2023 (p. 99).
- Amendments to the *Canada Labour Code* to improve job protection for federally regulated gig workers (p. 100).
- \$5.4M over three years to Employment and Social Development Canada to the Work-Sharing Program (p. 100).
- \$197.7M in 2024/25 to the Student Work Placement Program (p. 101).
- Amendments to the *Canada Labour Code* that would prohibit the use of replacement workers during a strike or lockout, and improves the process to review activities that must be maintained to ensure the health and safety of the public during a work stoppage (p. 101).
- Amend the *Canada Labour Code* to create a new stand-alone leave for workers in federally regulated sectors who experience a pregnancy loss (p. 148).
- Amendments to the *Canada Labour Code* to improve eligibility for leave related to the death or disappearance of a child for workers in federally regulated sectors (p. 148).

- Consultation on the development of a broad-based approach to carbon contracts for difference that aims to make carbon pricing more predictable. This would complement contracts for difference offered by the Canada Growth Fund (p. 87).
- A 3-year extension of the reduced corporate income tax rates for zero-emission technology manufacturers, such that the reduced tax rates would no longer be in effect for taxation years starting after 2034. This also includes extending eligibility for manufacturing of nuclear energy equipment and recycling of nuclear fuels and heavy water (p. 90).
- \$500M over 10 years to the Strategic Innovation Fund to support the development and application of clean technologies in Canada (p. 90).
- Expanding the eligibility for the Clean Technology Investment Tax Credit to include geothermal energy systems (p. 91).
- Modify the phase-out of the Clean Technology Investment Tax Credit to begin on 2034, as opposed to 2032 (p. 91).
- The Clean Technology and Clean Hydrogen Investment Tax Credits will have labour requirements attached to a businesses' eligibility (p. 96).
- \$368.4M over three years to Natural Resources Canada to renew and update forest sector support (p. 112).
- \$650M over ten years to support monitoring, assessment, and restoration work in the Great Lakes, Lake Winnipeg, Lake of the Woods, St. Lawrence River, Fraser River, Saint John River, Mackenzie River, and Lake Simcoe (p. 134).
- \$22.6M over three years to support better coordination of efforts to protect freshwater across Canada (p. 134).
- \$85.1M over five years with \$0.4M in remaining amortization and \$21M ongoing thereafter to support the creation of the Canada Water Agency, which will be headquartered in Winnipeg (p. 135).
- \$165.4M over seven years to Transport Canada to establish a Green Shipping Corridor Program to reduce the impact of marine shipping on surrounding communities and ecosystems. The program will help spur the launch of the next generation of clean ships, invest in shore power technology, and prioritize low-emission and low-noise vessels at ports (p. 135).
- \$31.7M over three years to Public Safety Canada and the Canada Mortgage and Housing Corporation to work with the Department of Finance Canada to stand-up a low-cost flood insurance program, aimed at protecting households at high risk of flooding and without access to adequate insurance. This would include offering reinsurance through a federal Crown corporation and a separate insurance subsidy program (p. 136).
- \$15.3M over three years to Public Safety Canada to create a publicly accessible online portal where Canadians can access information on their exposure to flooding (p. 136).
- \$48.1M over five years and \$3.1M ongoing to Public Safety Canada to identify high-risk flood areas and implement a modernized Disaster Financial Assistance Arrangements program, which would incentivize mitigation efforts (p. 137).

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## ENERGY

- \$6.3B over four years, starting in 2024/25 for the creation of the Clean Electricity Investment Tax Credit, which will be eligible to taxable and non-taxable entities such as Crown corporations, publicly-owned utilities, corporations owned by Indigenous communities, and pension funds. The Credit is a 15% refundable tax credit for eligible clean electricity investments in:
  - Non-emitting electricity generation systems: wind, concentrated solar, solar photovoltaic, hydro (including large-scale), wave, tidal, nuclear (including large-scale and small modular reactors);
  - Abated natural gas-fired electricity generation;
  - Stationary electricity storage systems that do not use fossil fuels in operation, such as batteries, pumped hydroelectric storage, and compressed air storage; and,
  - Equipment for the transmission of electricity between provinces and territories (pp. 79-80)
- The Canada Infrastructure Bank will invest at least \$10B through its Clean Power priority area, and at least \$10B through its Green Infrastructure priority area (p. 81).
- \$3B over 13 years to Natural Resources Canada to:
  - Recapitalize funding for the Smart Renewables and Electrification Pathways Program to support critical regional priorities and Indigenous-led projects;
  - Renew the Smart Grid program to support electricity grid innovation; and,
  - Create new investments in science-based activities to help capitalize on offshore wind potential (p. 81).
- \$5.6B over five years for the Clean Hydrogen Investment Tax Credit (pp. 88-89).
- Engage with the biofuels industry to explore opportunities to promote growth in Canada. Opportunities include municipal waste in Ontario and Quebec, which can be utilized to produce biofuels (p. 89).
- \$520M over five years to implement the Investment Tax Credit for Carbon Capture, Utilization and Storage (p. 93).

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## OTHER

- \$108M over 3 years, on a cash basis to the Regional Development Agencies to support communities, small businesses, and non-profit organizations in developing local projects and events (p. 140).
- \$50M over 3 years, on a cash basis to Destination Canada to attract major international conventions, conferences, and events to Canada (p. 140).
- \$14.0M over two years, starting in 2024/25, for the Department of Canadian Heritage to support the Building Communities Through Arts and Heritage program (p. 148).

## 4. OTHER INITIATIVES

### AFFORDABILITY

- \$2.5B for a GST tax credit (referred to as the Grocery Rebate), a one-time targeted payment which will be delivered through the Canada Revenue Agency (p. 34).
- Introduce changes to the *Criminal Code* to lower the criminal rate of interest from the equivalent of 47% APR to 35% APR, and a new consultation on whether the criminal rate of interest should be further reduced (p. 36).
- Introduce changes to the *Criminal Code*'s payday lending exemption to require payday lenders to charge no more than \$14 per \$100 borrowed (p. 36).
- Launch consultations on additional revisions to the *Criminal Code*'s provincial/territorial-requested payday lending exemption (p. 36).
- Doubling the maximum employment deduction for tradespeople's tool expenses from \$500 to \$1000 (p. 97).
- \$10M in 2023/24 to top up the Local Food Infrastructure Fund to strengthen food security in Northern, rural, and Indigenous communities across Canada (p. 145).

### EDUCATION

- \$813.6M to enhance student financial assistance beginning in the August 1, 2023 school year:
  - Increasing Canada Student Grants by 40% - providing up to \$4200 for full-time students;
  - Raising the interest-free Canada Student Loan limit from \$210 to \$300 per week of study; and,
  - Waiving the requirement for mature students to undergo credit screening to qualify for student grants and loans for the first time (p. 39).
- Increase limits on certain RESP withdrawals from \$5000 to \$8000 for full-time students, and from \$2500 to \$4000 for part-time students (p. 41).
- Allow divorced or separated parents to open a joint RESP for their children (p. 41).

### INDIGENOUS PROGRAMS

- Provide \$76.3M in 2023/24 to Indigenous Services Canada to continue to support the administrative capacity of First Nations governments and tribal councils delivering critical programs and services to their members (p. 125).
- Provide \$5M in 2023/24 to Indigenous Services Canada to support the co-development of an Economic Reconciliation Framework with Indigenous partners that will increase economic opportunities for Indigenous Peoples, communities, and businesses (p. 127).
- Provide \$8.7M in 2023/24 to Natural Resources Canada to support deeper engagements with Indigenous partners, including Indigenous rights-holders, towards the development of the National Benefits-Sharing Framework (p. 128).

- \$810.6M over five years, beginning in 2023/24, to support medical travel and to maintain medically necessary services through the Non-Insured Health Benefits Program, including mental health services, dental and vision care, and medications (p. 129).
- Enhance the implementation of the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People, through the following:
  - \$20M over four years, starting in 2022/23, to support Indigenous-led projects for safer communities through the Pathways to Safe Indigenous Communities Initiative,
  - \$95.8M over five years and \$20.4M ongoing to help Indigenous families access information about their missing and murdered loved ones, and to enhance victim services support. This funding would renew existing programming and expand it to include support for families of 2SLGBTQI+ Indigenous victims who are men,
  - \$2.6M over three years to support the National Family and Survivors Circle in keeping families and survivors at the centre of the implementation of the National Action Plan and the Federal Pathway,
  - \$2.2M over five years to establish an oversight mechanism to monitor and report on the progress of implementation,
  - \$1.6M over two years to support the Ministerial Special Representative appointed to provide advice and recommendations on the creation of an Indigenous and Human Rights Ombudsperson, and;
  - \$2.5M over five years to facilitate and coordinate work on advancing the National Action Plan by establishing a standing Federal-Provincial-Territorial-Indigenous table on Missing and Murdered Indigenous Women, Girls and 2SLGBTQI+ People (pp. 130-131).
- \$11.4M over three years to Crown-Indigenous Relations and Northern Affairs Canada to engage with Indigenous communities and update the federal guidelines to fulfill the Crown's duty to consult Indigenous peoples and accommodate impacts on their rights (p. 93).

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#### SAFE AND INCLUSIVE COMMUNITIES

- \$49.5M over five years to Public Safety Canada to enhance and expand the Communities at Risk: Security Infrastructure Program and allow it to be more responsive to the evolving security needs of communities (p. 142).
- \$25.4M over five years and \$0.6 million ongoing, to the Department of Canadian Heritage to continue to support Canada's Anti-Racism Strategy and fight all forms of racism, including but not limited to anti-Indigenous racism, anti-Black racism, anti-Asian racism, antisemitism, Islamophobia (p. 142).
- \$1.5M over two years to the Privy Council Office to create a new Anti-Racism, Equity and Inclusion Secretariat to ensure that considerations of anti-racism, equity and inclusion are applied in the development of federal government policies (p. 142).
- \$25M starting in 2024/25, to Employment and Social Development Canada for the Supporting Black Canadian Communities Initiative, to continue empowering Black-led



and Black-serving community organizations and the work they do to promote inclusiveness (p. 142).

- \$45.9M over three years to the Treasury Board of Canada Secretariat to create a Mental Health Fund for Black public servants and establish dedicated career development programs, including to prepare Black public service leaders for executive positions (p. 143).
- \$83.9M over five years and \$18.7M ongoing to Justice Canada for the independent Miscarriage of Justice Review Commission (p. 144).
- \$160M over three years for the Women's Program to provide funding to organizations in Canada that serve women (p. 144).
- \$13M over five years and \$3M ongoing to extend the Qualifying Family Member provision of the Disability Tax Credit until December 31, 2026 and to expand the provision to include adult siblings of an RDSP beneficiary (p. 145).
- \$10M over two years to Employment and Social Development Canada to help address the unique needs and ongoing barriers faced by persons with disabilities by investing in capacity building and the community-level work of Canada's disability organizations (p. 146).
- \$21.5M to Employment and Social Development Canada to continue work on the future delivery of the Canada Disability Benefit, including engagement with the disability community and provinces and territories on the regulatory process (p. 146).
- \$10M over five years with \$14.6M in remaining amortization for Immigration, Refugees and Citizenship Canada and the Royal Canadian Mounted Police to implement biometrics, which will help expedite the processing of citizenship applications (p. 149).
- \$43.5M to Justice Canada to maintain federal support for immigration and refugee legal aid services (p. 150).

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#### OTHER

- Work with regulatory agencies, provinces, and territories to reduce junk fees. This could include higher telecom roaming charges, event and concert fees, shipping and freight fees, etc. (p. 35).
- Secured commitments from Visa and Mastercard to lower interchange fees for small businesses, which will see up to 90% of related businesses receive up to 27% reductions in fees (p. 37).
- \$4.5B over five years to establish a refundable tax credit equal to 30% of the cost of investments in new machinery and equipment used to manufacture or process key clean technologies, and extract, process or recycle key critical minerals (p. 83).
- \$119.6M over five years, and \$17.4M ongoing, to Fisheries and Oceans Canada for their helicopter fleet and ensure the Canadian Coast Guard has the infrastructure and support to hire and train staff to operate its future marine vessel fleet (p. 107).
- \$108.6M over three years to expand the College and Community Innovation Program (p. 111).



- \$13M to Agriculture and Agri-Food Canada to increase the interest-free limit for loans under the Advance Payments Program from \$250,000 to \$350,000 for the 2023 program year (p. 113).
- \$57.5M over five years, with \$5.6M ongoing, to the Canadian Food Inspection Agency to establish a foot-and-mouth disease (FMD) vaccine bank for Canada and develop FMD response plans (p. 113).
- \$373.7M over five years in additional funding to support new and enhanced federal initiatives under the Action Plan for Official Languages, 2023/28, including:
  - \$123.2M to boost Francophone immigration in Canada, including support for Canadian employers to recruit French-speaking foreign workers, and increased support for these immigrants once they arrive in Canada;
  - \$117M to ensure the prosperity of official language minority communities, including increased support for the non-profit organizations that serve these communities, for the training of bilingual nurses and personal support care workers, and for the promotion of French-language research;
  - \$111.4M to bolster bilingualism in our justice system, including through the translation of judgments of national interest, and to support cultural and educational activities, including the training of early childhood educators in minority-language communities outside Quebec; and,
  - \$22.1M for a centre of expertise to ensure federal institutions fulfill their duty, under the Official Languages Act, to enhance the vitality of official language minority communities, and to support data and research on the number of children who have a right to be educated in the minority language (pp. 138-139).
- \$10M over two years towards ParticipACTION's Let's Get Moving Initiative, which will continue supporting national programming that aims to increase daily physical activity among Canadians (p. 145).
- \$13.5M over five years and \$3.1M ongoing to Public Safety Canada to establish a National Counter-Foreign Interference Office (p. 166).
- \$1.8B over five years to the Canadian Air Transport Security Authority (CATSA) to maintain and increase its level of service, improve screening wait times, and strengthen security measures at airports (p. 186).

## 5. STATE OF THE ECONOMY

### OVERVIEW

Following a strong 3.4% in 2022, real GDP growth is projected to decelerate to 0.3% in 2023, before rebounding to 1.5% in 2024 (p. 12). The outlook for Consumer Price Index (CPI) inflation is projected at 3% in the third quarter of 2023 and 2% in the second quarter of 2024 to meet the Bank of Canada's target (p. 13).

The aggregate principal amount of money to be borrowed by the government in 2023/2024 is projected to be \$421B, about 85% that will be used to refinance maturing debt. Public debt charges have risen and are projected to be \$43.9B for 2023/24, representing 1.6% of GDP.

Interest rates are expected to progressively increase resulting in public debt charges from \$50.3B or 1.5% of GDP by 2027-2028 (pp. 215, 238).

## GLOBAL OUTLOOK

China's reopening is expected to provide a boost to global growth. In other major economies, including the U.S. and Europe, easing supply-chain bottlenecks and lower commodity prices have reduced inflationary pressures, while economic activity has been more resilient than expected. Should elevated global inflation persist, central banks could take their policy rates higher or keep them elevated for longer. This could occur, for example, if labour markets remain constrained, or if there is a resurgence in global commodity prices related to a faster rebound in China's economy or further supply shocks related to Russia's illegal invasion of Ukraine (p. 14).

Some funding markets have become more strained due to lower levels of liquidity, as has been seen recently with the failure of three medium-sized regional U.S. banks and challenges for Credit Suisse, and an abrupt repricing of risk could trigger a broader tightening of lending standards (p. 14). While the global banking system remains well capitalized, uncertainty over the extent and magnitude of additional credit-related losses that could accrue as economies slow remains elevated (p. 11)

## 6. STATE OF FEDERAL FINANCES

### FEDERAL TRANSFERS

| Transfer                            | Details   |
|-------------------------------------|---|
| <b>Canada Health Transfer (CHT)</b> | Total CHT support is projected to be \$47.1 B in 2022/23. Beginning in 2023/24, the CHT is projected to grow from \$49.4B to \$60.2B 20/2028, with a GDP increase by 1.3% per year. |
| <b>Canada Social Transfer (CST)</b> | The CST is legislated to grow at 3% per year. CST is expected to grow from \$15.9B in 2022/23 to \$16.4B in 2023/24. The CST is forecasted to increase to \$18.5B in 2027/28.       |

|  |   |
|--|---|
| <b>Canada Community-Building Fund<br/>(formerly known as the Gas Tax Fund)</b> | Canada Community-Building Fund payments are indexed at 2% per year, with increases applied in \$100M increments. The Fund remains at \$2.3B in 2022/23 and will increase to \$2.4B in 2023/24, to \$2.5B in 2025/26 and to 2.6B in 2027/28. |
| <b>Equalization</b>  | Equalization is expected to grow from \$21.9B in 2022/23 to \$24.0B in 2023/24. Equalization is forecasted to reach \$28.1B by 2027/28.   |
| <b>Territorial Formula Financing (TFF)</b>                                     | Expected to grow from \$4.6B in 2022/23 to \$4.8B in 2023/24. TFF is forecasted to reach \$5.7B by 2027/28.   |
| <b>Canada-Wide Early Learning and Child Care</b>                               | Canada-wide early learning and child care transfer payments are expected to increase from \$4.5B in 2022/23 to \$7.7B in 2027/28. Payments are expected to reach \$5.6B 2023/24.  |

*Adapted from: Budget 2023, [Table A1.7, Outlook for Program Expenses], (pp.212-215)*

## Appendix A: Revenue Outlook (p. 207)

### Outlook for Budgetary Revenues

Table A1.6

#### The Revenue Outlook billions of dollars

|   |               | Projection    |               |               |               |               |               |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | 2021–<br>2022 | 2022–<br>2023 | 2023–<br>2024 | 2024–<br>2025 | 2025–<br>2026 | 2026–<br>2027 | 2027–<br>2028 |
| Income tax revenues                           |               |               |               |               |               |               |               |
| Personal income tax                           | 198.4         | 206.8         | 213.7         | 224.5         | 235.7         | 246.5         | 257.9         |
| Corporate income tax                          | 78.8          | 88.0          | 85.5          | 86.3          | 87.8          | 90.1          | 93.1          |
| Non-resident income tax                       | 10.8          | 13.6          | 13.7          | 13.1          | 12.7          | 13.0          | 13.6          |
| Total   | 288.0         | 308.3         | 312.9         | 323.9         | 336.3         | 349.6         | 364.6         |
| Excise tax and duty revenues                  |               |               |               |               |               |               |               |
| Goods and Services Tax                        | 46.2          | 45.4          | 51.4          | 53.5          | 55.5          | 57.4          | 59.4          |
| Customs import duties                         | 5.2           | 6.2           | 6.5           | 6.9           | 7.1           | 7.4           | 7.7           |
| Other excise taxes/duties                     | 11.3          | 11.4          | 11.9          | 12.4          | 12.5          | 12.6          | 12.7          |
| Total   | 62.7          | 63.0          | 69.9          | 72.8          | 75.1          | 77.4          | 79.8          |
| Other taxes                                   | 0.0           | 0.2           | 0.9           | 0.9           | 1.0           | 3.8           | 3.4           |
| Total tax revenues                            | 350.7         | 371.6         | 383.7         | 397.6         | 412.4         | 430.8         | 447.8         |
| Proceeds from the pollution pricing framework | 6.3           | 7.7           | 10.1          | 12.3          | 14.0          | 15.7          | 17.1          |
| Employment Insurance premium revenues         | 23.9          | 26.8          | 28.2          | 29.0          | 29.9          | 31.0          | 32.1          |
| Other revenues                                |               |               |               |               |               |               |               |
| Enterprise Crown corporations                 | 12.8          | 5.9           | 5.6           | 10.1          | 12.4          | 13.8          | 14.3          |
| Other programs                                | 18.7          | 24.3          | 26.6          | 26.7          | 26.4          | 27.1          | 27.9          |
| Net foreign exchange                          | 0.9           | 1.0           | 2.5           | 3.0           | 3.3           | 3.4           | 3.5           |
| Total   | 32.4          | 31.3          | 34.7          | 39.7          | 42.1          | 44.3          | 45.8          |
| Total budgetary revenues                      | 413.3         | 437.3         | 456.8         | 478.5         | 498.4         | 521.8         | 542.8         |
| Per cent of GDP                               |               |               |               |               |               |               |               |
| Total tax revenues                            | 14.0          | 13.3          | 13.7          | 13.7          | 13.6          | 13.6          | 13.6          |
| Proceeds from the pollution pricing framework | 0.3           | 0.3           | 0.4           | 0.4           | 0.5           | 0.5           | 0.5           |
| Employment Insurance premium revenues         | 1.0           | 1.0           | 1.0           | 1.0           | 1.0           | 1.0           | 1.0           |
| Other revenues                                | 1.3           | 1.1           | 1.2           | 1.4           | 1.4           | 1.4           | 1.4           |
| Total budgetary revenues                      | 16.5          | 15.7          | 16.3          | 16.4          | 16.4          | 16.5          | 16.5          |

Note: Totals may not add due to rounding.

Table A1.6 above provides an overview of projected budgetary revenues by major component.

## Appendix B: Expense Outlook (p. 212)

### Outlook for Expenses

Table A1.7

#### The Expense Outlook

billions of dollars

|   |               | Projection    |               |               |               |               |               |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | 2021–<br>2022 | 2022–<br>2023 | 2023–<br>2024 | 2024–<br>2025 | 2025–<br>2026 | 2026–<br>2027 | 2027–<br>2028 |
| Major transfers to persons                                    |               |               |               |               |               |               |               |
| Elderly benefits  | 60.8          | 69.1          | 75.9          | 81.2          | 86.3          | 91.4          | 96.3          |
| Employment Insurance benefits <sup>1</sup>                    | 38.9          | 22.6          | 24.2          | 25.5          | 26.2          | 26.6          | 27.3          |
| COVID-19 Income Support for Workers <sup>2</sup>              | 15.6          | -3.0          | 0.0           | 0.0           | 0.0           | 0.0           | 0.0           |
| Canada Child Benefit <sup>3</sup>                             | 26.2          | 24.5          | 25.6          | 27.4          | 28.5          | 29.3          | 30.0          |
| Total   | 141.5         | 113.3         | 125.7         | 134.1         | 141.1         | 147.3         | 153.6         |
| Major transfers to other levels of government                 |               |               |               |               |               |               |               |
| Canada Health Transfer <sup>4</sup>                           | 45.1          | 47.1          | 49.4          | 52.0          | 54.6          | 57.3          | 60.2          |
| Canada Social Transfer  | 15.5          | 15.9          | 16.4          | 16.9          | 17.4          | 17.9          | 18.5          |
| Equalization  | 20.9          | 21.9          | 24.0          | 25.2          | 25.9          | 27.0          | 28.1          |
| Territorial Formula Financing                                 | 4.4           | 4.6           | 4.8           | 5.1           | 5.3           | 5.4           | 5.7           |
| Health agreements with provinces and territories <sup>5</sup> | 2.5           | 1.2           | 3.7           | 3.7           | 3.7           | 3.7           | 2.5           |
| Canada-wide early learning and child care <sup>6</sup>        | 2.9           | 4.5           | 5.6           | 6.6           | 7.9           | 7.9           | 7.7           |
| Canada Community-Building Fund                                | 2.3           | 2.3           | 2.4           | 2.4           | 2.5           | 2.5           | 2.6           |
| Other fiscal arrangements <sup>7</sup>                        | -5.3          | -6.5          | -6.8          | -7.2          | -7.5          | -7.8          | -8.2          |
| Total   | 88.4          | 91.0          | 99.5          | 104.7         | 109.8         | 113.9         | 117.0         |
| Proceeds from the pollution pricing framework returned        | 3.8           | 6.9           | 11.2          | 13.5          | 14.0          | 15.8          | 17.1          |
| Direct program expenses                                       |               |               |               |               |               |               |               |
| Canada Emergency Wage Subsidy                                 | 22.3          | -0.2          | 0.0           | 0.0           | 0.0           | 0.0           | 0.0           |
| Other transfer payments                                       | 88.5          | 93.6          | 86.4          | 90.8          | 91.1          | 91.2          | 94.0          |
| Operating expenses <sup>8</sup>                               | 124.3         | 131.4         | 123.7         | 120.2         | 119.9         | 121.1         | 123.7         |
| Total   | 235.1         | 224.8         | 210.2         | 211.0         | 211.0         | 212.3         | 217.7         |
| Total program expenses, excluding net actuarial losses        | 468.8         | 435.9         | 446.6         | 463.3         | 475.9         | 489.2         | 505.4         |
| Public debt charges   | 24.5          | 34.5          | 43.9          | 46.0          | 46.6          | 48.3          | 50.3          |
| Total expenses, excluding net actuarial losses                | 493.3         | 470.4         | 490.5         | 509.3         | 522.5         | 537.6         | 555.7         |
| Net actuarial losses (gains)                                  | 10.2          | 9.8           | 6.4           | 4.2           | 2.8           | 0.0           | 1.1           |
| Total expenses  | 503.5         | 480.2         | 496.9         | 513.5         | 525.2         | 537.6         | 556.9         |
| Per cent of GDP   |               |               |               |               |               |               |               |
| Major transfers to persons                                    | 5.6           | 4.1           | 4.5           | 4.6           | 4.6           | 4.7           | 4.7           |
| Major transfers to other levels of government                 | 3.5           | 3.3           | 3.5           | 3.6           | 3.6           | 3.6           | 3.6           |
| Direct program expenses                                       | 9.4           | 8.1           | 7.5           | 7.3           | 6.9           | 6.7           | 6.6           |
| Total program expenses, excluding net actuarial losses        | 18.7          | 15.7          | 15.9          | 15.9          | 15.7          | 15.5          | 15.4          |
| Total expenses  | 20.1          | 17.2          | 17.7          | 17.6          | 17.3          | 17.0          | 17.0          |

## Appendix C: Private Sector Forecasts (p. 200)

Table A1.1

### Average Private Sector Forecasts

Per cent, unless otherwise indicated

|  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2022-<br>2027 |
|--|-------|-------|-------|-------|-------|-------|---------------|
| <b>Real GDP growth<sup>1</sup></b>                               |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 3.2   | 0.7   | 1.9   | 2.3   | 2.1   | 1.9   | 2.0           |
| Budget 2023  | 3.4   | 0.3   | 1.5   | 2.3   | 2.2   | 1.9   | 2.0           |
| <b>GDP inflation<sup>1</sup></b>                                 |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 8.2   | 1.8   | 1.8   | 1.9   | 1.9   | 1.9   | 2.9           |
| Budget 2023  | 7.3   | 0.6   | 2.0   | 1.9   | 1.9   | 1.9   | 2.6           |
| <b>Nominal GDP growth<sup>1</sup></b>                            |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 11.6  | 2.6   | 3.7   | 4.2   | 4.1   | 3.9   | 5.0           |
| Budget 2023  | 11.0  | 0.9   | 3.6   | 4.3   | 4.1   | 3.9   | 4.6           |
| <b>Nominal GDP level (billions of dollars)<sup>1</sup></b>       |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 2,801 | 2,873 | 2,979 | 3,105 | 3,233 | 3,358 |               |
| Budget 2023  | 2,785 | 2,810 | 2,910 | 3,037 | 3,162 | 3,285 |               |
| Difference between FES 2022 and Budget 2023                      | -16   | -63   | -69   | -69   | -70   | -73   | -60           |
| <b>3-month treasury bill rate</b>                                |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 2.2   | 3.6   | 2.8   | 2.3   | 2.1   | 2.1   | 2.5           |
| Budget 2023  | 2.4   | 4.4   | 3.3   | 2.6   | 2.4   | 2.4   | 2.9           |
| <b>10-year government bond rate</b>                              |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 2.8   | 3.1   | 2.8   | 2.8   | 2.9   | 3.0   | 2.9           |
| Budget 2023  | 2.8   | 3.0   | 2.9   | 3.0   | 3.1   | 3.1   | 3.0           |
| <b>Exchange rate (US cents/C\$)</b>                              |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 77.9  | 77.1  | 77.9  | 78.8  | 79.2  | 79.7  | 78.4          |
| Budget 2023  | 76.9  | 74.7  | 76.8  | 78.3  | 79.0  | 79.3  | 77.5          |
| <b>Unemployment rate</b>   |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 5.4   | 6.1   | 6.2   | 6.0   | 5.8   | 5.7   | 5.9           |
| Budget 2023  | 5.3   | 5.8   | 6.2   | 6.0   | 5.7   | 5.7   | 5.8           |
| <b>Consumer Price Index inflation</b>                            |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 6.8   | 3.5   | 2.1   | 2.1   | 2.1   | 2.1   | 3.1           |
| Budget 2023  | 6.8   | 3.5   | 2.1   | 2.1   | 2.1   | 2.1   | 3.1           |
| <b>U.S. real GDP growth</b>                                      |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 1.7   | 0.6   | 1.7   | 2.2   | 2.1   | 2.0   | 1.7           |
| Budget 2023  | 2.1   | 0.8   | 1.4   | 2.1   | 2.0   | 1.9   | 1.7           |
| <b>West Texas Intermediate crude oil price (\$US per barrel)</b> |       |       |       |       |       |       |               |
| 2022 Fall Economic Statement                                     | 97    | 88    | 85    | 82    | 81    | 81    | 86            |
| Budget 2023  | 94    | 81    | 81    | 79    | 77    | 78    | 82            |

Note: Forecast averages may not equal average of years due to rounding. Numbers may not add due to rounding.

<sup>1</sup> Previously published figures have been restated to reflect the historical revisions in the Canadian System of National Accounts.

Sources: Statistics Canada; for the 2022 Fall Economic Statement, Department of Finance Canada September 2022 survey of private sector economists; for Budget 2023, Department of Finance Canada February 2023 survey of private sector economists, which has been adjusted to incorporate the actual results of the National Accounts for the fourth quarter of 2022 released on February 28, 2023.

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**Ministry of  
Municipal Affairs  
and Housing**

Municipal Finance Policy Branch

777 Bay Street, 13<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Email: MFPB@ontario.ca

**Ministère des Affaires  
municipales et du Logement**

Direction des politiques relatives  
aux finances municipales

777, rue Bay, 13<sup>e</sup> étage  
Toronto ON M7A 2J3  
Courriel: MFPB@ontario.ca



March 30, 2023

Dear Municipal Treasurer:

I am pleased to enclose a report showing your municipality's 2023 Annual Repayment Limit (ARL) respecting long-term debt and financial obligations. Your 2023 ARL was calculated based on 25 percent of your net own source revenues as reported in your 2021 Financial Information Return (FIR).

Municipalities in Ontario are responsible for ensuring that they do not exceed their ARL. When a municipality proposes long-term borrowing (or other long-term financial obligation), the municipal treasurer is responsible for updating the limit provided by the Ministry. The treasurer must determine if there is capacity within the municipality's ARL to undertake the planned borrowing. Schedule 81 of the FIR may be among the schedules of interest to the treasurer when updating the municipality's ARL.

We have adjusted the joint local board fees and revenues for homes for the aged reported in your 2021 FIR to include only your share of such revenues. If you have any concerns with this adjustment, you may request a review of the adjustment calculation, in which case you will be requested to submit necessary additional information for both your municipality and all other municipalities participating in the joint local board for the homes.

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

Yours truly,

A handwritten signature in dark ink that reads "Ruchi Parkash".

Ruchi Parkash  
Director

Enclosures



**Ministry of  
Municipal Affairs  
and Housing**

Municipal Finance Policy Branch

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30 mars 2022

Destinataires: Trésoriers et secrétaires-trésoriers municipaux,

C'est avec plaisir que je vous fais parvenir le rapport indiquant la capacité d'emprunt annuelle maximale pour 2022 de votre municipalité en ce qui concerne la dette et les obligations financières à long terme. Le calcul de la capacité d'emprunt annuelle maximale de 2022 pour votre municipalité est fondé sur un montant représentant 25 pour cent des recettes propres du fonds d'administration que vous avez indiquées dans votre Rapport d'information financière (RIF) 2020.

Les municipalités de l'Ontario doivent s'assurer de ne pas dépasser le plafond de remboursement annuel. Lorsqu'une municipalité propose un emprunt à long terme (ou toute autre obligation financière à long terme), le trésorier municipal doit mettre à jour le plafond maximal fourni par le ministère. Le trésorier municipal doit déterminer si le plafond de remboursement annuel de la municipalité permet d'aller de l'avant avec l'emprunt prévu. Le trésorier pourrait prendre en considération l'annexe 81 du Rapport d'information financière lorsqu'il met à jour la capacité d'emprunt annuelle maximale de la municipalité.

Nous avons rajusté les redevances et les recettes du conseil local mixte pour le logement des personnes âgées dans votre RIF de 2020, de manière à n'inclure que votre part de ces recettes. Si vous avez des questions au sujet de ce rajustement, vous pouvez demander que le calcul soit revu, en quel cas on vous demandera de présenter des renseignements supplémentaires concernant votre municipalité et toute autre municipalité du conseil local mixte pour le logement des personnes âgées.

Si vous avez besoin de renseignements supplémentaires, veuillez communiquer avec le bureau des services aux municipalités (voir la liste ci-après) du ministère des Affaires municipales et du Logement.

Veuillez agréer, Madame, Monsieur, l'expression de mes meilleurs sentiments.

La directrice,

Ruchi Parkash  
p.j.

## Municipal Finance Matters

# Annual Repayment Limit

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**What is the Annual Repayment Limit?**

The Annual Repayment Limit (ARL) may be generally summarized as the maximum amount that a municipality in Ontario can pay each year (without first going to the Ontario Land Tribunal) in principal and interest payments for its long-term debt and other long-term financial commitments.

For most municipalities (not including Toronto) the ARL is set at 25 percent of their annual own-source revenues (such as property taxes, user fees and investment income), less their annual existing long-term debt service costs and payments for other long-term financial obligations. Municipalities may only exceed their ARL with the prior approval of the Ontario Land Tribunal (OLT).

For more information about the ARL, please see O. Reg. 403/02 (Debt and Financial Obligation Limits) on <https://www.ontario.ca/laws/regulation/020403>.

**Role of the Ministry of Municipal Affairs and Housing**

The Ministry of Municipal Affairs and Housing issues an updated ARL statement to municipalities once a year. The ARL statement is typically sent to each municipality at the beginning of the calendar year and reflects the most recent financial information submitted by the municipality in its Financial Information Return (FIR), available on <https://efis.fma.csc.gov.on.ca/fir/>

**How Does the Ministry Calculate the ARL? \***

The calculation of the ARL involves a number of steps. The ministry first determines the municipality's annual own-source revenue from sources such as property taxes, user fees and investment income. The ministry then calculates the amount that is 25 percent of the municipality's annual own-source revenue. Finally, the ministry subtracts the municipality's annual existing debt service costs and payments for other long-term financial obligations from the 25 percent figure to arrive at the ARL.

The ministry calculates 25 percent of the municipality's annual own-source revenue:



The ministry subtracts municipal debt and other financial obligations to determine the ARL:



For details on specific municipalities, please see

<https://efis.fma.csc.gov.on.ca/fir/index.php/reports-and-dashboards/annual-repayment-limits/>

*\*For illustrative purposes only*

## Role of Municipalities

Municipalities in Ontario are responsible for ensuring that they do not exceed their ARL. When a municipality proposes long-term borrowing (or other long-term financial obligation), the municipal treasurer is responsible for updating the limit provided by the ministry. The treasurer must determine if there is capacity within the municipality's ARL to undertake the planned borrowing.

## Ontario Land Tribunal (OLT)

Applications and appeals in relation to a range of matters are brought before the OLT (formerly known as the Local Planning Appeal Tribunal). In cases where municipalities intend to borrow or commit to amounts above their updated ARL, they must first seek the approval of the OLT. Learn more at <https://olt.gov.on.ca/>.

## 2023 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

|                  |               |
|------------------|---------------|
| MMAH CODE:       | 69000         |
| MUNID:           | 47000         |
| MUNICIPALITY:    | Renfrew Co    |
| UPPER TIER:      |               |
| REPAYMENT LIMIT: | \$ 19,201,668 |

The repayment limit has been calculated based on data contained in the 2021 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2021 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2023

### FOR ILLUSTRATION PURPOSES ONLY,

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

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

| 5% Interest Rate |                    |    |             |
|------------------|--------------------|----|-------------|
| (a)              | 20 years @ 5% p.a. | \$ | 239,295,222 |
| (a)              | 15 years @ 5% p.a. | \$ | 199,306,744 |
| (a)              | 10 years @ 5% p.a. | \$ | 148,270,188 |
| (a)              | 5 years @ 5% p.a.  | \$ | 83,133,172  |
| 7% Interest Rate |                    |    |             |
| (a)              | 20 years @ 7% p.a. | \$ | 203,422,741 |
| (a)              | 15 years @ 7% p.a. | \$ | 174,887,138 |
| (a)              | 10 years @ 7% p.a. | \$ | 134,864,479 |
| (a)              | 5 years @ 7% p.a.  | \$ | 78,730,629  |

# DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Renfrew Co

MMAH CODE:

69000

## Debt Charges for the Current Year

|      |  | 1<br>\$          |
|------|--|------------------|
| 0210 | Principal (SLC 74 3099 01) . . . . .   | 1,720,892        |
| 0220 | Interest (SLC 74 3099 02) . . . . .  | 393,451          |
| 0299 | <b>Subtotal</b>  | <b>2,114,343</b> |
| 0610 | Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . . | 0                |
| 9910 | <b>Total Debt Charges</b>  | <b>2,114,343</b> |

## Amounts Recovered from Unconsolidated Entities

|      |  | 1<br>\$          |
|------|--|------------------|
| 1010 | Electricity - Principal (SLC 74 3030 01) . . . . .   | 0                |
| 1020 | Electricity - Interest (SLC 74 3030 02) . . . . .  | 0                |
| 1030 | Gas - Principal (SLC 74 3040 01) . . . . .   | 0                |
| 1040 | Gas - Interest (SLC 74 3040 02) . . . . .  | 0                |
| 1050 | Telephone - Principal (SLC 74 3050 01) . . . . .   | 0                |
| 1060 | Telephone - Interest (SLC 74 3050 02) . . . . .  | 0                |
| 1099 | <b>Subtotal</b>  | <b>0</b>         |
| 1410 | Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .      | 0                |
| 1411 | Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02) . . . . . | 0                |
| 1412 | Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02) . . . . .          | 597,639          |
| 1420 | <b>Total Debt Charges to be Excluded</b>   | <b>597,639</b>   |
| 9920 | <b>Net Debt Charges</b>  | <b>1,516,704</b> |

|                                 |  | 1<br>\$           |
|---------------------------------|--|-------------------|
| 1610                            | Total Revenue (SLC 10 9910 01) . . . . .   | 145,220,589       |
| <b>Excluded Revenue Amounts</b> |  |                   |
| 2010                            | Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .   | 0                 |
| 2210                            | Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01) . . . . .  | 67,721,276        |
| 2220                            | Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .  | 999,718           |
| 2225                            | Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01) . . . . .   | 0                 |
| 2226                            | Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01) . . . . .   | 2,793,217         |
| 2230                            | Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01) . . . . .   | 3,928,517         |
| 2240                            | Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .  | 12,298            |
| 2250                            | Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .   | 0                 |
| 2251                            | Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .  | 0                 |
| 2252                            | Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .   | 364,900           |
| 2253                            | Other Deferred revenue earned (SLC 10 1814 01) . . . . .   | 0                 |
| 2254                            | Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .  | 0                 |
| 2255                            | Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01) . . . . . | 0                 |
| 2299                            | <b>Subtotal</b>  | <b>75,819,926</b> |
| 2410                            | Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .   | -13,472,824       |
| 2610                            | <b>Net Revenues</b>  | <b>82,873,487</b> |
| 2620                            | <b>25% of Net Revenues</b>   | <b>20,718,372</b> |
| 9930                            | <b>ESTIMATED ANNUAL REPAYMENT LIMIT</b>  | <b>19,201,668</b> |
|                                 | (25% of Net Revenues less Net Debt Charges)  |                   |

\* SLC denotes Schedule, Line Column.

Accumulated Surplus  
as at December 31, 2022

Appendix IV

|  | General Fund           | ML                  | BM                  | RCHC                  | Total                  |
|--|------------------------|---------------------|---------------------|-----------------------|------------------------|
| <b>Municipal Surplus / ( Deficit)</b>                | <b>0.00</b>            | <b>(487,911.18)</b> | <b>416,226.84</b>   | <b>799,032.38</b>     | <b>727,348.04</b>      |
| <b>add: Surplus Adjustment - Capital</b>             | <b>25,615,377.54</b>   | <b>846,339.05</b>   | <b>1,616,006.39</b> | <b>2,006,745.57</b>   | <b>30,084,468.55</b>   |
| <b>add: Surplus Adjustment - To Reserves</b>         | <b>24,908,650.08</b>   | <b>100,614.00</b>   | <b>49,024.00</b>    | <b>0.00</b>           | <b>25,058,288.08</b>   |
| <b>less: Surplus Adjustment - From Reserves</b>      | <b>(23,066,754.65)</b> | <b>(207,178.20)</b> | <b>(641,132.82)</b> | <b>(986,296.12)</b>   | <b>(24,901,361.79)</b> |
| <b>less: Surplus Adjustment - Depreciation</b>       | <b>(11,771,145.03)</b> | <b>(843,692.63)</b> | <b>(627,736.59)</b> | <b>(1,170,894.50)</b> | <b>(14,413,468.75)</b> |
| <b>add: Surplus Adjustment - Debt Principal Paid</b> | <b>1,302,338.05</b>    | <b>537,731.27</b>   | <b>0.00</b>         | <b>361,820.77</b>     | <b>2,201,890.09</b>    |
| <b>add: Surplus Adjustment - New Debt Principal</b>  | <b>0.00</b>            |                     | <b>0.00</b>         |                       | <b>0.00</b>            |
| <b>PSAB Surplus / ( Deficit)</b>                     | <b>16,988,465.99</b>   | <b>(54,097.69)</b>  | <b>812,387.82</b>   | <b>1,010,408.10</b>   | <b>18,757,164.22</b>   |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|   | <u>YTD ACTUAL</u>    | <u>YTD BUDGET</u>    | <u>VARIANCE</u>     |
|---|----------------------|----------------------|---------------------|
| PUBLIC WORKS                                  | 9,621,254.99         | 9,129,022.00         | 492,232.99          |
| <b>Operations Committee</b>                   | <b>9,621,254.99</b>  | <b>9,129,022.00</b>  | <b>492,232.99</b>   |
| PROPERTY - Pembroke Admin                     | 80,550.47            | 107,733.00           | (27,182.53)         |
| PROPERTY - Renfrew County Place               | (253,471.67)         | (228,416.00)         | (25,055.67)         |
| PROPERTY - Base Stations                      | 0.00                 | 0.00                 | 0.00                |
| PROPERTY - Amprior Office                     | 0.00                 | 0.00                 | 0.00                |
| PROPERTY - Renfrew OPP                        | 0.00                 | 0.00                 | 0.00                |
| FORESTRY DEPT.                                | 89,292.49            | 31,132.00            | 58,160.49           |
| TRAILS DEPT.                                  | 343,877.31           | 314,210.00           | 29,667.31           |
| GIS   | 197,503.35           | 248,544.00           | (51,040.65)         |
| ECONOMIC DEVELOPMENT                          | 469,769.01           | 440,167.00           | 29,602.01           |
| ENTERPRISE CENTRE                             | 28,055.00            | 28,055.00            | (0.00)              |
| OTTAWA VALLEY TOURIST ASSOCIATION             | 283,195.00           | 283,195.00           | 0.00                |
| PLANNING DEPARTMENT                           | 602,414.23           | 735,746.00           | (133,331.77)        |
| <b>Development &amp; Property Committee</b>   | <b>1,841,185.19</b>  | <b>1,960,366.00</b>  | <b>(119,180.81)</b> |
| BONNECHERE MANOR                              | 1,475,295.96         | 1,475,296.00         | (0.04)              |
| MIRAMICHI LODGE                               | 1,234,953.00         | 1,234,953.00         | 0.00                |
| OTHER LONG TERM CARE                          | 0.00                 | 94,443.00            | (94,443.00)         |
| HEALTH SERVICES                               | 1,733,289.00         | 1,733,289.00         | 0.00                |
| OTTAWA VALLEY OHT                             | (0.00)               | 0.00                 | (0.00)              |
| PARAMEDIC - 911                               | 9,895,858.04         | 8,663,139.00         | 1,232,719.04        |
| PARAMEDIC - OTHER                             | 0.00                 | 0.00                 | (0.00)              |
| EMERGENCY MANAGEMENT                          | 132,849.10           | 175,153.00           | (42,303.90)         |
| <b>Health Committee</b>                       | <b>14,472,245.10</b> | <b>13,376,273.00</b> | <b>1,095,972.10</b> |
| ONTARIO WORKS                                 | 1,199,374.45         | 1,338,041.00         | (138,666.55)        |
| CHILD CARE                                    | 336,636.26           | 526,437.00           | (189,800.74)        |
| COMMUNITY HOUSING                             | 5,038,382.74         | 5,035,116.00         | 3,266.74            |
| <b>Community Services Committee</b>           | <b>6,574,393.45</b>  | <b>6,899,594.00</b>  | <b>(325,200.55)</b> |
| MEMBERS OF COUNCIL                            | 520,746.61           | 529,954.00           | (9,207.39)          |
| GENERAL - ADMINISTRATION                      | 898,022.20           | 943,406.00           | (45,383.80)         |
| INFORMATION TECHNOLOGY                        | 408,631.52           | 474,759.00           | (66,127.48)         |
| HUMAN RESOURCES DEPARTMENT                    | 287,059.78           | 254,064.00           | 32,995.78           |
| Publicity/Public Relations                    | 8,510.92             | 15,000.00            | (6,489.08)          |
| AGRICULTURE & REFORESTATION                   | 12,804.96            | 20,000.00            | (7,195.04)          |
| PROVINCIAL OFFENCES ADMINISTRATION            | (497,332.00)         | (497,332.00)         | 0.00                |
| PROPERTY ASSESSMENT                           | 1,541,699.84         | 1,541,700.00         | (0.16)              |
| FINANCIAL EXPENSE                             | 23,036,354.41        | 20,087,400.00        | 2,948,954.41        |
| <b>Finance &amp; Administration Committee</b> | <b>26,216,498.24</b> | <b>23,368,951.00</b> | <b>2,847,547.24</b> |
| <b>Total Net Expenses</b>                     | <b>58,725,576.97</b> | <b>54,734,206.00</b> | <b>3,991,370.97</b> |
| County Levy                                   | 50,540,371.00        | 50,540,380.00        | (9.00)              |
| Other Revenue                                 | 8,185,205.97         | 4,193,826.00         | 3,991,379.97        |
| <b>Total Revenue</b>                          | <b>58,725,576.97</b> | <b>54,734,206.00</b> | <b>3,991,370.97</b> |
| <b>Municipal Surplus / ( Deficit)</b>         | <b>0.00</b>          | <b>0.00</b>          | <b>0.00</b>         |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|  | <u>YTD ACTUAL</u>        | <u>YTD BUDGET</u>        | <u>VARIANCE</u>           |
|--|--------------------------|--------------------------|---------------------------|
| <b><u>MEMBERS OF COUNCIL</u></b>       | <b><u>520,746.61</u></b> | <b><u>529,954.00</u></b> | <b><u>(9,207.39)</u></b>  |
| Ad Hoc Meeting Expenses                | 0.00                     | 0.00                     | 0.00                      |
| Advocacy                               | 8,310.21                 | 30,000.00                | (21,689.79)               |
| AMO Board Expenses                     | 11,450.64                | 10,000.00                | 1,450.64                  |
| Computer Supplies                      | 10,465.66                | 5,000.00                 | 5,465.66                  |
| Council - Conventions                  | 31,065.62                | 30,000.00                | 1,065.62                  |
| Council - Mileage                      | 24,332.88                | 12,400.00                | 11,932.88                 |
| Council - Salaries                     | 245,738.18               | 251,771.00               | (6,032.82)                |
| Councillor Ad Hoc Meeting per Diem     | 18,225.00                | 29,340.00                | (11,115.00)               |
| Councillor Benefits - EHC/Dental       | 62,874.52                | 60,000.00                | 2,874.52                  |
| Councillor Group Insurance             | 6,324.00                 | 6,600.00                 | (276.00)                  |
| Councillor Liability Insurance         | 9,715.34                 | 10,001.00                | (285.66)                  |
| CPP,UIC,Employer Health Tax            | 19,742.25                | 20,000.00                | (257.75)                  |
| FCM Board Expenses                     | 10,900.36                | 10,000.00                | 900.36                    |
| EOWC Meetings                          | 147.60                   | 0.00                     | 147.60                    |
| Hospitality                            | 17,659.79                | 20,000.00                | (2,340.21)                |
| Legal                                  | 4,589.38                 | 2,000.00                 | 2,589.38                  |
| Office Supplies                        | 6,760.49                 | 5,000.00                 | 1,760.49                  |
| Publicity                              | 19,796.11                | 0.00                     | 19,796.11                 |
| Recoveries - County                    | (70,329.00)              | (63,400.00)              | (6,929.00)                |
| Recoveries - Federal                   | (2,125.85)               | 0.00                     | (2,125.85)                |
| Recoveries - Other                     | (830.00)                 | 0.00                     | (830.00)                  |
| Special Projects                       | 2,233.63                 | 0.00                     | 2,233.63                  |
| Warden's Expenses                      | 3,726.76                 | 10,000.00                | (6,273.24)                |
| Warden's Salary & Per Diem             | 79,973.04                | 81,242.00                | (1,268.96)                |
| Warden's Banquet Expense               | 0.00                     | 0.00                     | 0.00                      |
| <b><u>GENERAL - ADMINISTRATION</u></b> | <b><u>898,022.20</u></b> | <b><u>943,406.00</u></b> | <b><u>(45,383.80)</u></b> |
| Bank Charges - Moneris                 | 2,647.79                 | 2,000.00                 | 647.79                    |
| Computer Maintenance                   | 34,660.68                | 45,000.00                | (10,339.32)               |
| Conferences & Conventions              | 5,305.35                 | 4,000.00                 | 1,305.35                  |
| COVID                                  | 21,729.55                | 0.00                     | 21,729.55                 |
| Depreciation                           | 1,641.33                 | 1,700.00                 | (58.67)                   |
| Employee Benefits                      | 363,030.53               | 357,207.00               | 5,823.53                  |
| General Legal & Audit                  | 40,555.60                | 28,000.00                | 12,555.60                 |
| Membership Fees                        | 36,048.15                | 31,000.00                | 5,048.15                  |
| Office Expense                         | 24,082.94                | 26,000.00                | (1,917.06)                |
| Professional Development               | 1,524.23                 | 5,000.00                 | (3,475.77)                |
| Recovery - Other Departments           | (969,902.53)             | (897,849.00)             | (72,053.53)               |
| Recruitment                            | 3,287.41                 | 0.00                     | 3,287.41                  |
| Revenue - Provincial                   | (78,449.78)              | 0.00                     | (78,449.78)               |
| Revenue - Provincial - One Time        | (1,707,959.80)           | 0.00                     | (1,707,959.80)            |
| Salaries                               | 1,328,793.38             | 1,266,548.00             | 62,245.38                 |
| Special Projects - EOWC                | 23,778.69                | 19,500.00                | 4,278.69                  |
| Special Projects                       | 13,082.31                | 30,000.00                | (16,917.69)               |
| Surplus Adjustment - Capital           | 0.00                     | 0.00                     | 0.00                      |
| Surplus Adjustment - Depreciation      | (1,641.33)               | (1,700.00)               | 58.67                     |
| Surplus Adjustment - TRF to Reserves   | 1,735,945.31             | 0.00                     | 1,735,945.31              |
| Surplus Adjustment - TRF from Reserves | 0.00                     | 0.00                     | 0.00                      |
| Telephone                              | 5,987.74                 | 5,000.00                 | 987.74                    |
| Travel                                 | 13,874.65                | 22,000.00                | (8,125.35)                |



**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|   | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>          | <u>VARIANCE</u>           |
|---|----------------------------|----------------------------|---------------------------|
| <b><u>PROPERTY - Pembroke Admin</u></b>       | <b><u>80,550.47</u></b>    | <b><u>107,733.00</u></b>   | <b><u>(27,182.53)</u></b> |
| Advertising                                   | 0.00                       | 1,000.00                   | (1,000.00)                |
| Capital - under threshold                     | 0.00                       | 0.00                       | 0.00                      |
| COVID   | 0.00                       | 0.00                       | 0.00                      |
| Depreciation                                  | 380,226.49                 | 227,000.00                 | 153,226.49                |
| Elevator Maintenance                          | 7,286.05                   | 7,755.00                   | (468.95)                  |
| Employee Benefits                             | 49,657.14                  | 45,025.00                  | 4,632.14                  |
| Garbage Disposal                              | 7,433.15                   | 6,200.00                   | 1,233.15                  |
| Grounds keeping                               | 6,715.85                   | 5,765.00                   | 950.85                    |
| Insurance                                     | 40,165.44                  | 37,812.00                  | 2,353.44                  |
| Janitorial Contract                           | 111,828.51                 | 110,000.00                 | 1,828.51                  |
| Legal   | 783.55                     | 2,000.00                   | (1,216.45)                |
| Lights, Heat & Power                          | 96,233.13                  | 123,000.00                 | (26,766.87)               |
| Mechanical                                    | 7,239.69                   | 19,890.00                  | (12,650.31)               |
| Memberships/Subscriptions                     | 915.14                     | 2,500.00                   | (1,584.86)                |
| Miscellaneous                                 | 7,164.58                   | 22,800.00                  | (15,635.42)               |
| Office Supplies                               | 15,469.84                  | 27,546.00                  | (12,076.16)               |
| Professional Development                      | 0.00                       | 5,000.00                   | (5,000.00)                |
| Recoveries - County                           | (494,752.00)               | (511,052.00)               | 16,300.00                 |
| Recoveries - Other                            | (128,551.95)               | (59,000.00)                | (69,551.95)               |
| Recruitment                                   | 0.00                       | 750.00                     | (750.00)                  |
| Repairs & Maintenance                         | 40,320.63                  | 59,384.00                  | (19,063.37)               |
| Revenue - Provincial - One Time               | (1,657.39)                 | 0.00                       | (1,657.39)                |
| Salaries                                      | 169,953.88                 | 146,438.00                 | 23,515.88                 |
| Security & Monitoring                         | 3,228.23                   | 6,120.00                   | (2,891.77)                |
| Special Projects                              | 1,933.44                   | 125,000.00                 | (123,066.56)              |
| Surplus Adjustment - Capital                  | 403,632.74                 | 344,000.00                 | 59,632.74                 |
| Surplus Adjustment - Depreciation             | (380,226.49)               | (227,000.00)               | (153,226.49)              |
| Surplus Adjustment - TRF from Reserves        | (275,126.81)               | (430,000.00)               | 154,873.19                |
| Surplus Adjustment - TRF to Reserves          | 0.00                       | 0.00                       | 0.00                      |
| Telephone                                     | 2,510.68                   | 1,500.00                   | 1,010.68                  |
| Travel  | 1,843.38                   | 4,800.00                   | (2,956.62)                |
| Vehicle Expenses                              | 6,323.57                   | 3,500.00                   | 2,823.57                  |
| <b><u>PROPERTY - Renfrew County Place</u></b> | <b><u>(253,471.67)</u></b> | <b><u>(228,416.00)</u></b> | <b><u>(25,055.67)</u></b> |
| Capital - Under Threshold                     | 4,767.46                   | 0.00                       | 4,767.46                  |
| COVID   | 0.00                       | 0.00                       | 0.00                      |
| Depreciation                                  | 189,336.84                 | 195,000.00                 | (5,663.16)                |
| Elevator Maintenance                          | 4,523.92                   | 6,948.00                   | (2,424.08)                |
| Garbage Removal                               | 3,205.44                   | 3,903.00                   | (697.56)                  |
| Grounds keeping                               | 27,863.96                  | 26,000.00                  | 1,863.96                  |
| Insurance                                     | 17,722.79                  | 16,260.00                  | 1,462.79                  |
| Insurance Claim Costs                         | 0.00                       | 0.00                       | 0.00                      |
| Janitorial Contract                           | 67,169.57                  | 95,217.00                  | (28,047.43)               |
| Lease Revenue- Outside                        | (351,250.04)               | (351,850.00)               | 599.96                    |
| Lights, Heat & Power                          | 93,624.07                  | 95,000.00                  | (1,375.93)                |
| Mechanical                                    | 46,409.78                  | 16,646.00                  | 29,763.78                 |
| Miscellaneous                                 | 3,047.53                   | 4,972.00                   | (1,924.47)                |
| Municipal Taxes                               | 17,604.26                  | 16,500.00                  | 1,104.26                  |
| Office Supplies / Admin Costs                 | 14,229.66                  | 7,060.00                   | 7,169.66                  |
| Recoveries - County                           | (336,480.96)               | (352,740.00)               | 16,259.04                 |
| Recoveries - Outside                          | (17,604.27)                | (16,500.00)                | (1,104.27)                |
| Repairs & Maintenance                         | 34,681.09                  | 39,372.00                  | (4,690.91)                |
| Revenue - Provincial - One Time               | (354.96)                   | 0.00                       | (354.96)                  |
| Salaries & Benefits                           | 53,095.89                  | 95,344.00                  | (42,248.11)               |
| Security & Monitoring                         | 703.14                     | 5,882.00                   | (5,178.86)                |
| Surplus Adjustment - Capital                  | 185,139.20                 | 491,875.00                 | (306,735.80)              |
| Surplus Adjustment - Depreciation             | (189,336.84)               | (195,000.00)               | 5,663.16                  |
| Surplus Adjustment - TRF from Reserves        | (185,139.20)               | (491,875.00)               | 306,735.80                |
| Surplus Adjustment - TRF to Reserves          | 63,570.00                  | 63,570.00                  | 0.00                      |

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|--|--------------------|--------------------|--------------------|
| <b><u>PROPERTY - Base Stations</u></b>       | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> |
| BLDG - Repairs & Maint                       | 29,727.69          | 43,952.00          | (14,224.31)        |
| Capital Under Threshold                      | 0.00               | 0.00               | 0.00               |
| COVID  | 0.00               | 0.00               | 0.00               |
| Depreciation                                 | 61,725.42          | 61,750.00          | (24.58)            |
| Grounds keeping                              | 43,149.59          | 44,904.00          | (1,754.41)         |
| Internal Charges                             | 0.00               | 0.00               | 0.00               |
| Janitorial Contract                          | 17,614.43          | 31,593.00          | (13,978.57)        |
| Lights, Heat & Power                         | 29,763.48          | 36,300.00          | (6,536.52)         |
| Mechanical                                   | 9,274.94           | 10,727.00          | (1,452.06)         |
| Misc. - Building Expenses                    | 6,521.67           | 6,240.00           | 281.67             |
| Recoveries - County                          | (333,776.76)       | (338,587.00)       | 4,810.24           |
| Revenue - Provincial - One Time              | 0.00               | 0.00               | 0.00               |
| Surplus Adjustment - Capital                 | 0.00               | 35,095.00          | (35,095.00)        |
| Surplus Adjustment - Depreciation            | (61,725.42)        | (61,750.00)        | 24.58              |
| Surplus Adjustment - TRF from Reserves       | 0.00               | (35,095.00)        | 35,095.00          |
| Surplus Adjustment - TRF to Reserves         | 197,724.96         | 164,871.00         | 32,853.96          |
| <b><u>PROPERTY - Arnprior Office</u></b>     | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> |
| Bldg. - Repairs & Maintenance                | 1,695.83           | 5,500.00           | (3,804.17)         |
| Capital Under Threshold                      | 23,550.47          | 0.00               | 23,550.47          |
| COVID  | 0.00               | 0.00               | 0.00               |
| Depreciation                                 | 38,445.67          | 38,500.00          | (54.33)            |
| Grounds keeping                              | 8,364.67           | 4,023.00           | 4,341.67           |
| Insurance                                    | 3,027.36           | 2,754.00           | 273.36             |
| Janitorial Contract                          | 31,036.45          | 27,000.00          | 4,036.45           |
| Legal  | 0.00               | 0.00               | 0.00               |
| Lights, Heat & Power                         | 8,001.23           | 13,249.00          | (5,247.77)         |
| Mechanical                                   | 4,155.13           | 2,000.00           | 2,155.13           |
| Misc. Bldg. Other                            | 170.00             | 500.00             | (330.00)           |
| Recoverable County                           | (167,071.98)       | (143,321.00)       | (23,750.98)        |
| Recovery - Outside                           | (5.00)             | 0.00               | (5.00)             |
| Revenue - Provincial - One Time              | 0.00               | 0.00               | 0.00               |
| Security                                     | 280.84             | 1,500.00           | (1,219.16)         |
| Surplus Adjustment - Capital                 | 0.00               | 0.00               | 0.00               |
| Surplus Adjustment - Depreciation            | (38,445.67)        | (38,500.00)        | 54.33              |
| Surplus Adjustment - TRF from Reserves       | 0.00               | 0.00               | 0.00               |
| Surplus Adjustment - TRF to Reserves         | 86,795.00          | 86,795.00          | 0.00               |
| <b><u>PROPERTY - Renfrew OPP</u></b>         | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> |
| Capital Under Threshold                      | 0.00               | 0.00               | 0.00               |
| Depreciation                                 | 115,757.71         | 115,500.00         | 257.71             |
| Expenses Recoverable from Others             | 0.00               | 0.00               | 0.00               |
| Garbage Removal                              | 2,120.64           | 2,100.00           | 20.64              |
| Grounds keeping                              | 25,134.66          | 33,520.00          | (8,385.34)         |
| Insurance                                    | 13,673.57          | 12,480.00          | 1,193.57           |
| Interest Expense                             | 100,786.54         | 103,647.00         | (2,860.46)         |
| Internal Charges                             | 18,472.00          | 11,752.00          | 6,720.00           |
| Mechanical                                   | 6,845.92           | 0.00               | 6,845.92           |
| Municipal Taxes                              | 45,478.14          | 45,000.00          | 478.14             |
| Office Expenses                              | 6,055.39           | 0.00               | 6,055.39           |
| Repairs & Maint                              | 14,749.82          | 31,510.00          | (16,760.18)        |
| Revenue - Lease - Base Rent                  | (465,133.56)       | (461,158.00)       | (3,975.56)         |
| Revenue - Lease - Expense Recoveries         | (161,631.86)       | (169,203.00)       | 7,571.14           |
| Salaries / Benefits                          | 44,249.48          | 22,740.00          | 21,509.48          |
| Security/Monitoring                          | 3,259.52           | 0.00               | 3,259.52           |
| Surplus Adjustment - Capital                 | 0.00               | 10,000.00          | (10,000.00)        |
| Surplus Adjustment - Debt Principal Payments | 291,442.79         | 291,443.00         | (0.21)             |
| Surplus Adjustment - Depreciation            | (115,757.71)       | (115,500.00)       | (257.71)           |
| Surplus Adjustment - From Reserves           | 0.00               | (10,000.00)        | 10,000.00          |
| Surplus Adjustment - TRF To Reserves         | 54,496.95          | 76,169.00          | (21,672.05)        |

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|--|--------------------------|--------------------------|---------------------------|
| <b><u>INFORMATION TECHNOLOGY</u></b>     | <b><u>408,631.52</u></b> | <b><u>474,759.00</u></b> | <b><u>(66,127.48)</u></b> |
| Annual Software Maintenance Fees         | 88,231.08                | 100,150.00               | (11,918.92)               |
| Communication Fees                       | 42,388.21                | 50,896.00                | (8,507.79)                |
| Computer Technology Supplies             | 3,821.22                 | 4,500.00                 | (678.78)                  |
| Corporate Software                       | 0.00                     | 2,000.00                 | (2,000.00)                |
| COVID                                    | 0.00                     | 0.00                     | 0.00                      |
| Depreciation                             | 35,610.57                | 38,000.00                | (2,389.43)                |
| Fringe Benefits                          | 130,329.21               | 128,032.00               | 2,297.21                  |
| Office Expense                           | 1,911.86                 | 1,100.00                 | 811.86                    |
| Professional Development                 | 5,867.16                 | 5,500.00                 | 367.16                    |
| Purchased Services                       | 1,638.34                 | 10,000.00                | (8,361.66)                |
| Recoveries - County                      | (334,828.00)             | (334,828.00)             | 0.00                      |
| Recruitment                              | 1,151.84                 | 0.00                     | 1,151.84                  |
| Revenue - Provincial - One Time          | (2,586.99)               | 0.00                     | (2,586.99)                |
| Revenue - Provincial - Special Project   | (47,311.79)              | (35,000.00)              | (12,311.79)               |
| Salaries                                 | 458,142.14               | 492,109.00               | (33,966.86)               |
| Special Project                          | 36,550.67                | 35,000.00                | 1,550.67                  |
| Surplus Adjustment - Capital             | 15,087.72                | 17,000.00                | (1,912.28)                |
| Surplus Adjustment - Depreciation        | (35,610.57)              | (38,000.00)              | 2,389.43                  |
| Surplus Adjustment - TRF from Reserves   | (2,785.09)               | (17,000.00)              | 14,214.91                 |
| Surplus Adjustment - TRF to Reserves     | 0.00                     | 0.00                     | 0.00                      |
| Telephone Costs                          | 4,389.24                 | 5,300.00                 | (910.76)                  |
| Travel                                   | 6,634.70                 | 10,000.00                | (3,365.30)                |
| <b><u>HUMAN RESOURCES DEPARTMENT</u></b> | <b><u>287,059.78</u></b> | <b><u>254,064.00</u></b> | <b><u>32,995.78</u></b>   |
| Benefits                                 | 164,291.28               | 171,925.00               | (7,633.72)                |
| Conference & Convention                  | 0.00                     | 4,000.00                 | (4,000.00)                |
| COVID                                    | 19,358.04                | 0.00                     | 19,358.04                 |
| Depreciation                             | 460.83                   | 500.00                   | (39.17)                   |
| Expenses Recoverable From Others         | 9,606.66                 | 10,000.00                | (393.34)                  |
| Legal Fees                               | 3,066.53                 | 14,500.00                | (11,433.47)               |
| Membership Fees                          | 4,263.73                 | 6,000.00                 | (1,736.27)                |
| Office Expense                           | 19,330.40                | 30,000.00                | (10,669.60)               |
| Professional Development                 | 5,971.37                 | 12,000.00                | (6,028.63)                |
| Purchased Services                       | 91,220.38                | 111,200.00               | (19,979.62)               |
| Recovery - County Departments            | (604,187.00)             | (604,187.00)             | 0.00                      |
| Recovery - Federal                       | 0.00                     | 0.00                     | 0.00                      |
| Recovery - Municipal                     | (49,416.62)              | (116,000.00)             | 66,583.38                 |
| Recruitment                              | 152.64                   | 1,000.00                 | (847.36)                  |
| Revenue - Provincial - One Time          | (67,819.41)              | 0.00                     | (67,819.41)               |
| Salaries                                 | 687,201.99               | 598,626.00               | 88,575.99                 |
| Surplus Adjustment - Capital             | 0.00                     | 0.00                     | 0.00                      |
| Surplus Adjustment - Depreciation        | (460.83)                 | (500.00)                 | 39.17                     |
| Travel                                   | 4,019.79                 | 15,000.00                | (10,980.21)               |
| <b><u>FORESTRY DEPT.</u></b>             | <b><u>89,292.49</u></b>  | <b><u>31,132.00</u></b>  | <b><u>58,160.49</u></b>   |
| Advertising                              | 1,259.07                 | 300.00                   | 959.07                    |
| Conventions                              | 235.00                   | 1,800.00                 | (1,565.00)                |
| COVID                                    | 0.00                     | 0.00                     | 0.00                      |
| Depreciation                             | 16,772.15                | 23,000.00                | (6,227.85)                |
| Legal                                    | 15,728.43                | 900.00                   | 14,828.43                 |
| Memberships/Subscriptions                | 8,309.33                 | 8,900.00                 | (590.67)                  |
| Miscellaneous                            | 3,826.93                 | 1,000.00                 | 2,826.93                  |
| Office Supplies                          | 5,389.26                 | 4,900.00                 | 489.26                    |
| Professional Development                 | 1,000.00                 | 1,500.00                 | (500.00)                  |
| Recoveries - Other                       | 0.00                     | (1,000.00)               | 1,000.00                  |
| Revenue - Provincial - One Time          | 0.00                     | 0.00                     | 0.00                      |
| Revenues - Timber Sales                  | (144,051.23)             | (180,000.00)             | 35,948.77                 |
| Salaries / Benefits                      | 219,856.83               | 217,566.00               | 2,290.83                  |
| Salary Allocations                       | (50,134.00)              | (50,134.00)              | 0.00                      |
| Small Tools / Supplies                   | 1,124.77                 | 1,000.00                 | 124.77                    |
| Special Project - Other                  | 585.12                   | 2,500.00                 | (1,914.88)                |
| Special Project - Well Remediation       | 4,350.24                 | 3,600.00                 | 750.24                    |
| Surplus Adjustment - Capital             | 0.00                     | 0.00                     | 0.00                      |
| Surplus Adjustment - Depreciation        | (16,772.15)              | (23,000.00)              | 6,227.85                  |
| Surplus Adjustment - TRF from Reserves   | (4,935.36)               | (8,100.00)               | 3,164.64                  |
| Surplus Adjustment - TRF to Reserves     | 0.00                     | 0.00                     | 0.00                      |
| Travel                                   | 8,094.57                 | 5,000.00                 | 3,094.57                  |
| Tree Marking                             | 8,568.36                 | 11,900.00                | (3,331.64)                |
| Tree Planting                            | 0.00                     | 2,000.00                 | (2,000.00)                |
| Vehicle Expenses                         | 10,085.17                | 7,500.00                 | 2,585.17                  |

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|--|----------------------------|----------------------------|---------------------------|
| <b><u>TRAILS DEPT.</u></b>             | <b><u>343,877.31</u></b>   | <b><u>314,210.00</u></b>   | <b><u>29,667.31</u></b>   |
| Algonquin - Rental Recoveries          | (22,770.23)                | (30,000.00)                | 7,229.77                  |
| Algonquin Trail Development            | 775,035.23                 | 2,946,355.00               | (2,171,319.77)            |
| Algonquin Trail Donations              | (40,000.00)                | (3,500,000.00)             | 3,460,000.00              |
| Algonquin Trail Federal Recoveries     | 0.00                       | 0.00                       | 0.00                      |
| Algonquin Trail Other Recoveries       | (5,517.33)                 | 0.00                       | (5,517.33)                |
| Algonquin Trail Prov Recoveries        | 0.00                       | (255,699.00)               | 255,699.00                |
| Bad Debt Expense                       | 0.00                       | 0.00                       | 0.00                      |
| K&P Rail Line Development              | 107,673.88                 | 28,878.00                  | 78,795.88                 |
| K&P Rail Recoveries - Provincial       | (56,600.00)                | (6,500.00)                 | (50,100.00)               |
| Office Expense                         | 0.00                       | 500.00                     | (500.00)                  |
| Recruitment                            | 0.00                       | 0.00                       | 0.00                      |
| Recovery - Provincial                  | 0.00                       | 0.00                       | 0.00                      |
| Salaries / Benefits                    | 16,723.40                  | 16,998.00                  | (274.60)                  |
| Salary Allocations                     | 50,134.00                  | 50,134.00                  | 0.00                      |
| Surplus Adj - Capital                  | 25,731.27                  | 3,534,000.00               | (3,508,268.73)            |
| Surplus Adj - Trf From Reserve         | (506,566.50)               | (2,470,456.00)             | 1,963,889.50              |
| Surplus Adj - Trf to Reserve           | 0.00                       | 0.00                       | 0.00                      |
| Travel                                 | 33.59                      | 0.00                       | 33.59                     |
| <b><u>GIS</u></b>                      | <b><u>197,503.35</u></b>   | <b><u>248,544.00</u></b>   | <b><u>(51,040.65)</u></b> |
| Benefits                               | 40,577.95                  | 46,575.00                  | (5,997.05)                |
| Cell Telephone/Pagers                  | 188.15                     | 0.00                       | 188.15                    |
| Computer Supply/Maintenance            | 27,348.78                  | 32,000.00                  | (4,651.22)                |
| Conventions                            | 66.14                      | 500.00                     | (433.86)                  |
| Depreciation                           | 5,680.92                   | 0.00                       | 5,680.92                  |
| Membership                             | 100.00                     | 0.00                       | 100.00                    |
| Office Supplies                        | 428.06                     | 1,000.00                   | (571.94)                  |
| Professional Development               | 0.00                       | 500.00                     | (500.00)                  |
| Recoverable Outside                    | (1,537.89)                 | (1,500.00)                 | (37.89)                   |
| Recoveries - Municipal                 | (6,000.00)                 | (12,000.00)                | 6,000.00                  |
| Recoveries - provincial                | (12,740.26)                | 0.00                       | (12,740.26)               |
| Salaries                               | 147,733.69                 | 178,969.00                 | (31,235.31)               |
| Surplus Adj - Capital                  | 0.00                       | 0.00                       | 0.00                      |
| Surplus Adj - Trf From Reserve         | 0.00                       | 0.00                       | 0.00                      |
| Surplus Adjustment - Depreciation      | (5,680.92)                 | 0.00                       | (5,680.92)                |
| Travel                                 | 423.26                     | 500.00                     | (76.74)                   |
| Weed Inspection                        | 915.47                     | 2,000.00                   | (1,084.53)                |
| <b><u>PUBLIC WORKS</u></b>             | <b><u>9,621,254.99</u></b> | <b><u>9,129,022.00</u></b> | <b><u>492,232.99</u></b>  |
| Administration                         | 1,166,984.94               | 1,124,616.00               | 42,368.94                 |
| Capital Works - Operating Expenses     | 712,260.43                 | 546,055.00                 | 166,205.43                |
| Clearing                               | 0.00                       | 0.00                       | 0.00                      |
| Depreciation                           | 9,786,456.34               | 9,700,000.00               | 86,456.34                 |
| Equipment                              | 1,429,703.24               | 1,266,900.00               | 162,803.24                |
| Housing                                | 177,196.54                 | 186,550.00                 | (9,353.46)                |
| Maintenance                            | 6,257,978.11               | 6,079,901.00               | 178,077.11                |
| Recoveries - Donations In Kind         | 0.00                       | 0.00                       | 0.00                      |
| Recoveries - Federal                   | 0.00                       | 0.00                       | 0.00                      |
| Recoveries - Municipal                 | 0.00                       | 0.00                       | 0.00                      |
| Recoveries - Other                     | (122,868.27)               | (75,000.00)                | (47,868.27)               |
| Recoveries - Provincial                | (2,739,384.00)             | (2,739,384.00)             | 0.00                      |
| Surplus Adjustment - Capital           | 23,998,228.90              | 26,492,939.00              | (2,494,710.10)            |
| Surplus Adjustment - Depreciation      | (9,786,456.34)             | (9,700,000.00)             | (86,456.34)               |
| Surplus Adjustment - TRF from Reserves | (21,258,844.90)            | (23,753,555.00)            | 2,494,710.10              |
| Surplus Adjustment - TRF to Reserves   | 0.00                       | 0.00                       | 0.00                      |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|   | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>          | <u>VARIANCE</u>           |
|---|----------------------------|----------------------------|---------------------------|
| <b><u>BONNECHERE MANOR</u></b>              | <b><u>1,475,295.96</u></b> | <b><u>1,475,296.00</u></b> | <b><u>(0.04)</u></b>      |
| Recoveries - City of Pembroke               | (726,639.00)               | (726,639.00)               | 0.00                      |
| Total Municipal Cost                        | 2,201,934.96               | 2,201,935.00               | (0.04)                    |
| <b><u>MIRAMICHI LODGE</u></b>               | <b><u>1,234,953.00</u></b> | <b><u>1,234,953.00</u></b> | <b><u>0.00</u></b>        |
| Recoveries - City of Pembroke               | (608,260.00)               | (608,260.00)               | 0.00                      |
| Total Municipal Cost                        | 1,843,213.00               | 1,843,213.00               | 0.00                      |
| <b><u>OTHER LONG TERM CARE</u></b>          | <b><u>0.00</u></b>         | <b><u>94,443.00</u></b>    | <b><u>(94,443.00)</u></b> |
| City of Pembroke Share                      | 0.00                       | (46,516.00)                | 46,516.00                 |
| North Renfrew Long Term Care                | 0.00                       | 140,959.00                 | (140,959.00)              |
| <b><u>HEALTH SERVICES</u></b>               | <b><u>1,733,289.00</u></b> | <b><u>1,733,289.00</u></b> | <b><u>0.00</u></b>        |
| Renfrew County & District Health Unit       | 1,733,289.00               | 1,733,289.00               | 0.00                      |
| <b><u>OTTAWA VALLEY OHT</u></b>             | <b><u>(0.00)</u></b>       | <b><u>0.00</u></b>         | <b><u>(0.00)</u></b>      |
| Admin Charges                               | 65,000.00                  | 0.00                       | 65,000.00                 |
| Benefits                                    | 12,004.80                  | 0.00                       | 12,004.80                 |
| Office Supplies/computer                    | 31,557.03                  | 0.00                       | 31,557.03                 |
| Purchased Services                          | 339,624.02                 | 0.00                       | 339,624.02                |
| Recoveries - Provincial                     | (638,058.88)               | 0.00                       | (638,058.88)              |
| Salaries                                    | 168,838.31                 | 0.00                       | 168,838.31                |
| Special project - online booking            | 21,034.72                  | 0.00                       | 21,034.72                 |
| <b><u>Publicity/Public Relations</u></b>    | <b><u>8,510.92</u></b>     | <b><u>15,000.00</u></b>    | <b><u>(6,489.08)</u></b>  |
| Publicity/Public Relations Service          | 8,510.92                   | 15,000.00                  | (6,489.08)                |
| Recoveries                                  | 0.00                       | 0.00                       | 0.00                      |
| <b><u>ECONOMIC DEVELOPMENT</u></b>          | <b><u>469,769.01</u></b>   | <b><u>440,167.00</u></b>   | <b><u>29,602.01</u></b>   |
| Benefits                                    | 72,244.99                  | 69,195.00                  | 3,049.99                  |
| Business Directory                          | 0.00                       | 0.00                       | 0.00                      |
| Computer Maintenance                        | 4,539.71                   | 3,000.00                   | 1,539.71                  |
| Conventions                                 | 6,197.18                   | 1,500.00                   | 4,697.18                  |
| COVID                                       | 0.00                       | 0.00                       | 0.00                      |
| Depreciation                                | 0.00                       | 0.00                       | 0.00                      |
| Expenses - Recoverable from Others          | 0.00                       | 0.00                       | 0.00                      |
| Hospitality                                 | 1,251.65                   | 1,000.00                   | 251.65                    |
| Legal                                       | 0.00                       | 0.00                       | 0.00                      |
| Marketing Program                           | 72,337.59                  | 70,000.00                  | 2,337.59                  |
| Memberships/Subscriptions                   | 5,821.95                   | 3,500.00                   | 2,321.95                  |
| Office Expense                              | 5,117.49                   | 3,000.00                   | 2,117.49                  |
| ON Winter Games expenses                    | 174,248.82                 | 1,300,000.00               | (1,125,751.18)            |
| ON Winter Games Recoveries - other          | (174,248.82)               | 0.00                       | (174,248.82)              |
| ON Winter Games Recoveries - Provincial     | 0.00                       | (1,300,000.00)             | 1,300,000.00              |
| Professional Development/Staff Training     | 349.56                     | 750.00                     | (400.44)                  |
| Recoveries - Federal                        | 0.00                       | 0.00                       | 0.00                      |
| Recoveries-Other                            | (10,798.01)                | (5,000.00)                 | (5,798.01)                |
| Recoveries-Municipal                        | (5,000.00)                 | 0.00                       | (5,000.00)                |
| Recoveries-Provincial                       | (3,140.80)                 | (25,000.00)                | 21,859.20                 |
| Recruitment                                 | 6,043.10                   | 0.00                       | 6,043.10                  |
| Salaries                                    | 249,964.10                 | 258,752.00                 | (8,787.90)                |
| Special Projects                            | 26,934.63                  | 25,000.00                  | 1,934.63                  |
| Special Projects - Agriculture              | 22,470.00                  | 22,470.00                  | 0.00                      |
| Special Projects - RED                      | 8,140.80                   | 0.00                       | 8,140.80                  |
| Special Projects - Renfrewshire Twinning    | 0.00                       | 5,000.00                   | (5,000.00)                |
| Surplus Adjustment - Capital                | 0.00                       | 0.00                       | 0.00                      |
| Surplus Adjustment - Depreciation           | 0.00                       | 0.00                       | 0.00                      |
| Surplus Adjustment - Transfer From Reserves | 0.00                       | 0.00                       | 0.00                      |
| Surplus Adjustment - Transfer To Reserves   | 0.00                       | 0.00                       | 0.00                      |
| Travel                                      | 7,295.07                   | 7,000.00                   | 295.07                    |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
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over / (under)

|   | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>          | <u>VARIANCE</u>            |
|---|----------------------------|----------------------------|----------------------------|
| <b><u>ENTERPRISE CENTRE</u></b>                   | <b><u>28,055.00</u></b>    | <b><u>28,055.00</u></b>    | <b><u>(0.00)</u></b>       |
| Benefits  | 30,452.52                  | 36,233.00                  | (5,780.48)                 |
| COVID   | 0.00                       | 0.00                       | 0.00                       |
| Marketing   | 2,039.26                   | 5,000.00                   | (2,960.74)                 |
| Office Expenses                                   | 17,338.46                  | 2,971.00                   | 14,367.46                  |
| Professional Development                          | 20.00                      | 700.00                     | (680.00)                   |
| Purchased Service                                 | 6,201.00                   | 6,201.00                   | 0.00                       |
| Recoveries - Federal                              | 0.00                       | 0.00                       | 0.00                       |
| Recoveries - Municipalities                       | (6,000.00)                 | (6,000.00)                 | 0.00                       |
| Recoveries - Other                                | 0.00                       | (5,000.00)                 | 5,000.00                   |
| Recoveries - Provincial                           | (127,744.22)               | (166,075.00)               | 38,330.78                  |
| Recoveries - Provincial - One Time                | 0.00                       | 0.00                       | 0.00                       |
| Salaries  | 97,501.76                  | 141,851.00                 | (44,349.24)                |
| Special Projects                                  | 5,429.67                   | 5,000.00                   | 429.67                     |
| Starter Company - Provincial Revenue              | (88,012.73)                | (60,000.00)                | (28,012.73)                |
| Starter Company - Special Projects                | 88,012.73                  | 60,000.00                  | 28,012.73                  |
| Summer Company - Special Projects                 | 13,005.84                  | 24,000.00                  | (10,994.16)                |
| Summer Company - Provincial Revenue               | (13,005.84)                | (24,000.00)                | 10,994.16                  |
| Telephone/Internet Access                         | 2,314.92                   | 3,500.00                   | (1,185.08)                 |
| Travel  | 501.63                     | 3,674.00                   | (3,172.37)                 |
| <b><u>OTTAWA VALLEY TOURIST ASSOCIATION</u></b>   | <b><u>283,195.00</u></b>   | <b><u>283,195.00</u></b>   | <b><u>0.00</u></b>         |
| Benefits  | 48,126.27                  | 54,995.00                  | (6,868.73)                 |
| Direct Contribution to OVTA (to 2022)             | 83,179.73                  | 53,034.00                  | 30,145.73                  |
| Recoveries  | 0.00                       | 0.00                       | 0.00                       |
| Salaries  | 151,889.00                 | 175,166.00                 | (23,277.00)                |
| <b><u>PLANNING DEPARTMENT</u></b>                 | <b><u>602,414.23</u></b>   | <b><u>735,746.00</u></b>   | <b><u>(133,331.77)</u></b> |
| Computer Supplies / Maintenance                   | 20,939.41                  | 12,000.00                  | 8,939.41                   |
| Conventions                                       | 3,928.81                   | 3,000.00                   | 928.81                     |
| COVID   | 0.00                       | 0.00                       | 0.00                       |
| Employee Benefits                                 | 219,381.67                 | 194,026.00                 | 25,355.67                  |
| Legal Fees  | 0.00                       | 1,000.00                   | (1,000.00)                 |
| Memberships                                       | 2,292.26                   | 4,700.00                   | (2,407.74)                 |
| Office Expense                                    | 16,981.92                  | 16,500.00                  | 481.92                     |
| Professional Development                          | 780.13                     | 3,000.00                   | (2,219.87)                 |
| Recoveries - Provincial - One Time                | 0.00                       | 0.00                       | 0.00                       |
| Recruitment                                       | 13,332.52                  | 2,000.00                   | 11,332.52                  |
| Revenues - Municipal Projects                     | (55,050.00)                | (40,000.00)                | (15,050.00)                |
| Revenues - Other                                  | (1,588.33)                 | (2,000.00)                 | 411.67                     |
| Revenues - Service Charges                        | (41,260.00)                | (35,000.00)                | (6,260.00)                 |
| Revenues - Severance Applications                 | (279,025.00)               | (137,500.00)               | (141,525.00)               |
| Revenues - Subdivision Applications               | (59,550.00)                | (25,000.00)                | (34,550.00)                |
| Salaries  | 751,266.27                 | 719,020.00                 | 32,246.27                  |
| Special Projects - official plan                  | 2,060.03                   | 0.00                       | 2,060.03                   |
| Special Projects -                                | 647.19                     | 0.00                       | 647.19                     |
| Surplus Adjustment - Capital                      | 0.00                       | 0.00                       | 0.00                       |
| Surplus Adjustment - TRF from Reserves            | 0.00                       | 0.00                       | 0.00                       |
| Travel  | 7,277.35                   | 20,000.00                  | (12,722.65)                |
| <b><u>AGRICULTURE &amp; REFORESTATION</u></b>     | <b><u>12,804.96</u></b>    | <b><u>20,000.00</u></b>    | <b><u>(7,195.04)</u></b>   |
| Forest Fire Protection                            | 1,519.67                   | 5,000.00                   | (3,480.33)                 |
| Reforestation - Grants in Lieu                    | 11,285.29                  | 15,000.00                  | (3,714.71)                 |
| <b><u>ONTARIO WORKS</u></b>                       | <b><u>1,199,374.45</u></b> | <b><u>1,338,041.00</u></b> | <b><u>(138,666.55)</u></b> |
| Depreciation                                      | 12,886.74                  | 12,000.00                  | 886.74                     |
| Homelessness                                      | 5,043.13                   | 5,000.00                   | 43.13                      |
| Municipal Contribution - City of Pembroke         | (383,586.14)               | (437,070.00)               | 53,483.86                  |
| Ontario Works Program Administration              | 3,957,182.80               | 4,149,611.00               | (192,428.20)               |
| Other Revenue                                     | (5,043.13)                 | (5,000.00)                 | (43.13)                    |
| Provincial Subsidy - Ontario Works Program Admin  | (2,448,734.65)             | (2,406,500.00)             | (42,234.65)                |
| Provincial Subsidy - Social Assistance - Benefits | (10,418,338.55)            | (12,620,000.00)            | 2,201,661.45               |
| Social Assistance - Benefits                      | 10,421,296.12              | 12,652,000.00              | (2,230,703.88)             |
| Surplus Adjustment - Capital                      | 71,554.87                  | 0.00                       | 71,554.87                  |
| Surplus Adjustment - Depreciation                 | (12,886.74)                | (12,000.00)                | (886.74)                   |
| Surplus Adjustment - TRF From Reserve             | 0.00                       | 0.00                       | 0.00                       |

**COUNTY OF RENFREW  
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over / (under)

|  | <u>YTD ACTUAL</u>   | <u>YTD BUDGET</u>   | <u>VARIANCE</u>     |
|--|---------------------|---------------------|---------------------|
| <b>CHILD CARE</b>                          | <b>336,636.26</b>   | <b>526,437.00</b>   | <b>(189,800.74)</b> |
| Administration                             | 349,628.78          | 331,105.00          | 18,523.78           |
| CWELCC                                     | 2,623,497.68        | 0.00                | 2,623,497.68        |
| Depreciation                               | 0.00                | 0.00                | 0.00                |
| Early Years                                | 1,650,145.00        | 1,650,145.00        | 0.00                |
| Early Years Subsidy                        | (1,650,145.00)      | (1,650,145.00)      | 0.00                |
| Fee Subsidy                                | 2,289,845.29        | 3,250,000.00        | (960,154.71)        |
| General Operating                          | 3,148,110.74        | 2,354,660.00        | 793,450.74          |
| Licenced Family Home Day Care              | 327,576.97          | 362,916.00          | (35,339.03)         |
| Licenced Family Home Day Care - Recoveries | (327,576.97)        | (362,916.00)        | 35,339.03           |
| Municipal Contribution - City of Pembroke  | (37,408.18)         | (59,078.00)         | 21,669.82           |
| OW Child Care                              | 600.00              | 77,000.00           | (76,400.00)         |
| Pay Equity                                 | 122,956.61          | 122,957.00          | (0.39)              |
| Provincial Subsidy                         | (11,497,508.82)     | (8,971,239.00)      | (2,526,269.82)      |
| Special Needs Resourcing                   | 1,172,100.30        | 1,039,174.00        | 132,926.30          |
| Special Purpose                            | 2,164,813.86        | 2,381,858.00        | (217,044.14)        |
| Surplus Adjustment - Depreciation          | 0.00                | 0.00                | 0.00                |
| Surplus Adjustment - From Reserves         | 0.00                | 0.00                | 0.00                |
| <b>COMMUNITY HOUSING</b>                   | <b>5,038,382.74</b> | <b>5,035,116.00</b> | <b>3,266.74</b>     |
| Admin Charges                              | 205,847.00          | 205,847.00          | 0.00                |
| Affordable Housing - Tax Rebate            | 7,229.32            | 12,000.00           | (4,770.68)          |
| COVID                                      | 351,585.23          | 0.00                | 351,585.23          |
| HR Charges                                 | 74,895.00           | 74,895.00           | 0.00                |
| IT Charges                                 | 33,183.00           | 33,183.00           | 0.00                |
| Legal                                      | 101.76              | 0.00                | 101.76              |
| Municipal Contribution - City of Pembroke  | (559,882.51)        | (582,657.00)        | 22,774.49           |
| Non Profit Housing                         | 1,290,403.00        | 1,300,000.00        | (9,597.00)          |
| Office Supplies                            | 3,400.44            | 1,000.00            | 2,400.44            |
| PROV (FED) SUBSIDY -SOCIAL HOUSING         | (1,108,408.00)      | (1,108,410.00)      | 2.00                |
| PROV REV - CHPI                            | (487,873.35)        | (1,447,608.00)      | 959,734.65          |
| PROV REV - COCHI                           | (554,492.36)        | (577,509.00)        | 23,016.64           |
| PROV REV - HPP                             | (1,459,650.76)      | 0.00                | (1,459,650.76)      |
| PROV REV - IAH                             | (56,721.29)         | (68,000.00)         | 11,278.71           |
| PROV REV - OPHI                            | (445,128.25)        | (615,650.00)        | 170,521.75          |
| PROV REV - COHB                            | (16,500.00)         | 0.00                | (16,500.00)         |
| PROV REV - SRF-COVID                       | (1,260.58)          | 0.00                | (1,260.58)          |
| PROV REV - SSRF-COVID                      | (955,044.91)        | 0.00                | (955,044.91)        |
| PROV REV - STRONG COMMUNITY RENT SUP       | (35,021.49)         | (140,086.00)        | 105,064.51          |
| RCHC TRANSFER - BASE                       | 5,392,754.00        | 5,332,258.00        | 60,496.00           |
| RCHC TRANSFER - CHPI                       | 487,873.35          | 1,447,608.00        | (959,734.65)        |
| RCHC TRANSFER - COCHI                      | 554,492.36          | 577,509.00          | (23,016.64)         |
| RCHC TRANSFER - COVID                      | 562,933.78          | 0.00                | 562,933.78          |
| RCHC TRANSFER - HPP                        | 1,359,650.76        | 0.00                | 1,359,650.76        |
| RCHC TRANSFER - IAH                        | 49,321.93           | 68,000.00           | (18,678.07)         |
| RCHC TRANSFER - OPHI                       | 426,174.75          | 615,650.00          | (189,475.25)        |
| RCHC TRANSFER - COHB                       | 16,500.00           | 0.00                | 16,500.00           |
| OPHI - Direct costs                        | 18,953.50           | 0.00                | 18,953.50           |
| RCHC TRANSFER - STRONG COMMUNITY RENT SUPP | 35,021.49           | 140,086.00          | (105,064.51)        |
| Recoveries - Outside                       | (295,496.00)        | (235,000.00)        | (60,496.00)         |
| Surplus Adjustment - Capital               | 141,786.48          | 0.00                | 141,786.48          |
| Surplus Adjustment - TRF from Reserves     | 0.00                | 0.00                | 0.00                |
| Surplus Adjustment - TRF To Reserves       | 0.00                | 0.00                | 0.00                |
| Travel                                     | 1,755.09            | 2,000.00            | (244.91)            |

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over / (under)

|   | <u>YTD ACTUAL</u>   | <u>YTD BUDGET</u>   | <u>VARIANCE</u>     |
|---|---------------------|---------------------|---------------------|
| <b>PARAMEDIC - 911</b>                                      | <b>8,895,858.04</b> | <b>8,663,139.00</b> | <b>1,232,719.04</b> |
| Admin - Admin Charge  | 196,650.00          | 196,650.00          | 0.00                |
| Admin - Base Hospital Charges                               | 120,414.80          | 67,958.00           | 52,456.80           |
| Admin - Communication & Computer Expense                    | 293,694.16          | 250,606.00          | 43,088.16           |
| Admin - Conferences & Conventions                           | 18,812.32           | 4,500.00            | 14,312.32           |
| Admin - Employee Benefits                                   | 534,586.61          | 514,523.00          | 20,063.61           |
| Admin - HR Charge   | 243,664.00          | 243,664.00          | 0.00                |
| Admin - IT Charge   | 48,686.00           | 48,686.00           | 0.00                |
| Admin - Lease - Internal                                    | 120,223.32          | 110,000.00          | 10,223.32           |
| Admin - Legal   | 160,117.97          | 40,000.00           | 120,117.97          |
| Admin - Membership Fees                                     | 4,250.91            | 0.00                | 4,250.91            |
| Admin - Office Expenses                                     | 51,515.20           | 40,775.00           | 10,740.20           |
| Admin - Professional Development                            | 76,252.69           | 45,000.00           | 31,252.69           |
| Admin - Purchased Service                                   | 207,817.19          | 137,190.00          | 70,627.19           |
| Admin - Salaries  | 1,852,617.71        | 1,844,746.00        | 7,871.71            |
| Admin - Special Projects                                    | 0.00                | 0.00                | 0.00                |
| Admin - Travel  | 37,190.44           | 40,000.00           | (2,809.56)          |
| Admin - Uniform Allowances                                  | 4,613.78            | 0.00                | 4,613.78            |
| Capital Under Threshold                                     | 0.00                | 0.00                | 0.00                |
| Depreciation  | 1,070,624.46        | 1,121,000.00        | (50,375.54)         |
| Expense (Recovery) - Cross Border - Other Municipalities    | 1,440.06            | 20,000.00           | (18,559.94)         |
| Municipal Contribution - City of Pembroke                   | (1,421,454.44)      | (1,244,386.00)      | (177,068.44)        |
| Paramedic - Base Station - Internal                         | 412,403.28          | 416,450.00          | (4,046.72)          |
| Paramedic - Base Station Expenses                           | 100,517.58          | 74,000.00           | 26,517.58           |
| Paramedic - Base Station Lease - External                   | 82,553.93           | 78,471.00           | 4,082.93            |
| Paramedic - COVID   | 295,135.72          | 0.00                | 295,135.72          |
| Paramedic - Employee Benefits                               | 3,148,236.77        | 2,941,792.00        | 206,444.77          |
| Paramedic - Insurance                                       | 176,557.40          | 170,529.00          | 6,028.40            |
| Paramedic - Insurance Claims Costs                          | 10,040.67           | 10,000.00           | 40.67               |
| Paramedic - Leased Equipment                                | 11,869.29           | 11,869.00           | 0.29                |
| Paramedic - Salaries  | 11,885,712.48       | 9,951,601.00        | 1,934,111.48        |
| Paramedic - Small Equipment & Supplies                      | 418,631.04          | 386,540.00          | 32,091.04           |
| Paramedic - Uniform, Laundry                                | 144,400.44          | 145,000.00          | (599.56)            |
| Paramedic - Vehicle Operation & Maintenance                 | 994,821.38          | 504,186.00          | 490,635.38          |
| Paramedic - Vehicle - recovery from other paramedic program | (250,179.30)        | 0.00                | (250,179.30)        |
| Recovery - County   | (28,646.00)         | (28,646.00)         | 0.00                |
| Revenue - Donations   | (2,264.26)          | (2,000.00)          | (264.26)            |
| Revenue - Interest  | (97,630.04)         | (40,000.00)         | (57,630.04)         |
| Revenue - Other   | (551,652.95)        | (125,000.00)        | (426,652.95)        |
| Revenue - Provincial - One Time COVID                       | (1,160,156.57)      | 0.00                | (1,160,156.57)      |
| Revenue- Provincial Subsidy                                 | (9,316,210.00)      | (9,312,565.00)      | (3,645.00)          |
| Revenue- Special Project                                    | (62,891.00)         | 0.00                | (62,891.00)         |
| Special Project   | 62,891.00           | 0.00                | 62,891.00           |
| Surplus Adjustment - Capital                                | 720,477.54          | 1,915,000.00        | (1,194,522.46)      |
| Surplus Adjustment - Depreciation                           | (1,070,624.46)      | (1,121,000.00)      | 50,375.54           |
| Surplus Adjustment - TRF from Reserves                      | (720,477.54)        | (1,915,000.00)      | 1,194,522.46        |
| Surplus Adjustment - TRF to Reserves                        | 1,070,624.46        | 1,121,000.00        | (50,375.54)         |
| <b>PARAMEDIC - OTHER</b>                                    | <b>0.00</b>         | <b>0.00</b>         | <b>(0.00)</b>       |
| Comm Paramedic - Expenses                                   | 60,000.00           | 0.00                | 60,000.00           |
| Comm Paramedic - Provincial Subsidy                         | (334,583.31)        | (365,000.00)        | 30,416.69           |
| Comm Paramedic - Salaries & Benefits                        | 126,398.72          | 365,000.00          | (238,601.28)        |
| LTC - Expenses  | 660,369.00          | 400,000.00          | 260,369.00          |
| LTC - Provincial Subsidy                                    | (1,429,796.30)      | (2,000,000.00)      | 570,203.70          |
| LTC - Salaries & Benefits                                   | 1,075,513.98        | 1,600,000.00        | (524,486.02)        |
| LTC - Surplus Adjustment - Capital                          | 0.00                | 0.00                | 0.00                |
| Surplus Adjustment - TRF from Reserves                      | (112,879.25)        | 0.00                | (112,879.25)        |
| LTC - Surplus Adjustment - Depreciation                     | (45,022.84)         | 0.00                | (45,022.84)         |
| Vaccine - Expenses  | 1,078.06            | 20,000.00           | (18,921.94)         |
| Vaccine - Salaries & Benefits                               | 304,975.47          | 370,000.00          | (65,024.53)         |
| Vaccine - Provincial Subsidy                                | (306,053.53)        | (390,000.00)        | 83,946.47           |
| VTAC - Expenses   | 178,065.46          | 578,448.00          | (400,382.54)        |
| VTAC - Revenue - Other Agency                               | (1,337,608.28)      | (1,200,000.00)      | (137,608.28)        |
| VTAC - Revenue - Provincial one time                        | 0.00                | 0.00                | 0.00                |
| VTAC - Surplus Adjustment - Capital                         | 53,738.82           | 0.00                | 53,738.82           |
| VTAC - Surplus Adjustment - Depreciation                    | (7,237.57)          | 0.00                | (7,237.57)          |
| VTAC - Salaries & Benefits                                  | 1,113,041.57        | 621,552.00          | 491,489.57          |
| VTAC ADMIN - Expenses                                       | 57,534.74           | 0.00                | 57,534.74           |
| VTAC ADMIN - Revenue - Other Agency                         | (798,927.62)        | (745,000.00)        | (53,927.62)         |
| VTAC ADMIN - Salaries & Benefits                            | 741,392.88          | 745,000.00          | (3,607.12)          |



**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|                                    | <u>YTD ACTUAL</u>        | <u>YTD BUDGET</u>        | <u>VARIANCE</u>           |
|------------------------------------|--------------------------|--------------------------|---------------------------|
| <b><u>EMERGENCY MANAGEMENT</u></b> | <b><u>132,849.10</u></b> | <b><u>175,153.00</u></b> | <b><u>(42,303.90)</u></b> |
| 911                                | 49,654.11                | 60,000.00                | (10,345.89)               |
| Admin Charge (Paramedic Service)   | 28,646.00                | 28,646.00                | 0.00                      |
| Emergency Management               | 54,548.99                | 58,507.00                | (3,958.01)                |
| Fire Services Charges              | 115,155.46               | 100,000.00               | 15,155.46                 |
| Purchased Service                  | 0.00                     | 33,000.00                | (33,000.00)               |
| Recoveries - Other                 | (115,155.46)             | (105,000.00)             | (10,155.46)               |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|  | <u>YTD ACTUAL</u>           | <u>YTD BUDGET</u>           | <u>VARIANCE</u>            |
|--|-----------------------------|-----------------------------|----------------------------|
| <b><u>PROVINCIAL OFFENCES ADMINISTRATION</u></b> | <b><u>(497,332.00)</u></b>  | <b><u>(497,332.00)</u></b>  | <b><u>0.00</u></b>         |
| Adjudication                                     | 64,365.00                   | 80,850.00                   | (16,485.00)                |
| Admin Charges                                    | 57,037.00                   | 54,610.00                   | 2,427.00                   |
| Bank Charges (Visa/MasterCard)                   | 27,838.23                   | 28,000.00                   | (161.77)                   |
| Certificates of Offence                          | 8,972.99                    | 10,000.00                   | (1,027.01)                 |
| City of Pembroke - Share of Net Revenue          | 52,515.06                   | 71,437.00                   | (18,921.94)                |
| Collection Costs                                 | 24,615.97                   | 40,000.00                   | (15,384.03)                |
| Computer & Technology                            | 13,976.68                   | 16,500.00                   | (2,523.32)                 |
| Conventions                                      | 453.92                      | 2,300.00                    | (1,846.08)                 |
| Court Transcripts                                | 0.00                        | 3,000.00                    | (3,000.00)                 |
| COVID  | 133.83                      | 0.00                        | 133.83                     |
| Depreciation                                     | 3,259.15                    | 6,500.00                    | (3,240.85)                 |
| Fringe Benefits                                  | 88,692.22                   | 102,468.00                  | (13,775.78)                |
| ICON Charges                                     | 18,813.60                   | 25,350.00                   | (6,536.40)                 |
| Interpreter Fees                                 | 1,173.71                    | 3,000.00                    | (1,826.29)                 |
| IT Charges                                       | 18,066.00                   | 18,066.00                   | 0.00                       |
| Lease/Building Costs                             | 102,000.00                  | 102,000.00                  | 0.00                       |
| Legal Costs                                      | 1,017.60                    | 1,000.00                    | 17.60                      |
| Miscellaneous                                    | 0.00                        | 1,500.00                    | (1,500.00)                 |
| Monitoring / Enforcement Fees                    | 7,776.00                    | 7,776.00                    | 0.00                       |
| Office Equipment / Furniture                     | 1,387.32                    | 2,100.00                    | (712.68)                   |
| Office Supplies                                  | 5,524.77                    | 6,500.00                    | (975.23)                   |
| Part III Prosecution                             | 10,334.29                   | 0.00                        | 10,334.29                  |
| Postage  | 1,293.76                    | 6,800.00                    | (5,506.24)                 |
| Purchase of Service - Notice of Fines            | 874.52                      | 4,000.00                    | (3,125.48)                 |
| Purchase of Service - Prosecution                | 32,459.40                   | 74,800.00                   | (42,340.60)                |
| Recoveries - Provincial - One Time               | (131,733.53)                | 0.00                        | (131,733.53)               |
| Revenues - POA Fines                             | (1,215,257.87)              | (1,510,000.00)              | 294,742.13                 |
| Revenues - POA Recoveries                        | (1,430.00)                  | 0.00                        | (1,430.00)                 |
| Salaries   | 304,327.43                  | 330,186.00                  | (25,858.57)                |
| Satellite Courtroom Costs                        | 0.00                        | 4,925.00                    | (4,925.00)                 |
| Staff Training/Development                       | 508.80                      | 2,000.00                    | (1,491.20)                 |
| Surplus Adjustment - Capital                     | 0.00                        | 0.00                        | 0.00                       |
| Surplus Adjustment - Depreciation                | (3,259.15)                  | (6,500.00)                  | 3,240.85                   |
| Surplus Adjustment - TRF from Reserves           | 0.00                        | 0.00                        | 0.00                       |
| Telephone  | 5,845.75                    | 8,000.00                    | (2,154.25)                 |
| Travel   | 1,041.27                    | 4,500.00                    | (3,458.73)                 |
| Witness Fees                                     | 44.28                       | 1,000.00                    | (955.72)                   |
| <b><u>PROPERTY ASSESSMENT</u></b>                | <b><u>1,541,699.84</u></b>  | <b><u>1,541,700.00</u></b>  | <b><u>(0.16)</u></b>       |
| MPAC   | 1,541,699.84                | 1,541,700.00                | (0.16)                     |
| <b><u>FINANCIAL EXPENSE</u></b>                  | <b><u>23,036,354.41</u></b> | <b><u>20,087,400.00</u></b> | <b><u>2,948,954.41</u></b> |
| County Share - Taxes Written Off                 | 109,647.03                  | 300,000.00                  | (190,352.97)               |
| Interest Expense                                 | 163,868.13                  | 167,064.00                  | (3,195.87)                 |
| Provision for Unallocated Funds                  | 32,674.13                   | 300,000.00                  | (267,325.87)               |
| Special Project - Assessment review              | 19,776.46                   | 22,000.00                   | (2,223.54)                 |
| Surplus Adjustment - Debt Principal              | 1,010,895.26                | 1,010,895.00                | 0.26                       |
| Surplus Adjustment - TRF to Reserves             | 21,699,493.40               | 18,287,441.00               | 3,412,052.40               |
| <b><u>TOTAL EXPENSES</u></b>                     | <b><u>58,725,576.97</u></b> | <b><u>54,734,206.00</u></b> | <b><u>3,991,370.97</u></b> |

**COUNTY OF RENFREW  
TREASURER'S REPORT - GENERAL REVENUE FUND  
DEC 2022**

over / (under)

|  | <u>YTD ACTUAL</u>           | <u>YTD BUDGET</u>           | <u>VARIANCE</u>            |
|--|-----------------------------|-----------------------------|----------------------------|
| <b><u>REVENUES</u></b>                               |                             |                             |                            |
| <b><u>COUNTY LEVY</u></b>                            | <b><u>50,540,371.00</u></b> | <b><u>50,540,380.00</u></b> | <b><u>(9.00)</u></b>       |
| <b><u>PIL ADJUSTMENTS</u></b>                        | <b><u>(53,834.74)</u></b>   | <b><u>(150,000.00)</u></b>  | <b><u>96,165.26</u></b>    |
| <b><u>WATERPOWER GENERATING STATION</u></b>          | <b><u>394,109.27</u></b>    | <b><u>394,109.00</u></b>    | <b><u>0.27</u></b>         |
| <b><u>RAILWAY/HYDRO RIGHTS-OF-WAY</u></b>            | <b><u>0.00</u></b>          | <b><u>5,000.00</u></b>      | <b><u>(5,000.00)</u></b>   |
| <b><u>SUPPLEMENTARY REVENUE</u></b>                  | <b><u>716,846.76</u></b>    | <b><u>500,000.00</u></b>    | <b><u>216,846.76</u></b>   |
| <b><u>PROVINCIAL SUBSIDIES</u></b>                   | <b><u>0.00</u></b>          | <b><u>0.00</u></b>          | <b><u>0.00</u></b>         |
| Ontario Municipal Partnership Fund                   | 0.00                        | 0.00                        | 0.00                       |
| Provincial - One Time                                | 0.00                        | 0.00                        | 0.00                       |
| <b><u>OTHER REVENUE</u></b>                          | <b><u>7,128,084.68</u></b>  | <b><u>3,444,717.00</u></b>  | <b><u>3,683,367.68</u></b> |
| BM Repayment of Solar Panel Loan                     | 0.00                        | 0.00                        | 0.00                       |
| Donations In Kind                                    | 0.00                        | 0.00                        | 0.00                       |
| Gain / (Loss) - Sale of Assets                       | (119,119.25)                | 0.00                        | (119,119.25)               |
| Gas Tax Funding                                      | 5,489,044.68                | 2,793,217.00                | 2,695,827.68               |
| Interest Revenue                                     | 1,699,033.55                | 650,000.00                  | 1,049,033.55               |
| Licenses   | 435.00                      | 1,500.00                    | (1,065.00)                 |
| Other Revenue  | 5.00                        | 0.00                        | 5.00                       |
| Proceeds - Sale of Assets                            | 58,685.70                   | 0.00                        | 58,685.70                  |
| <b><u>CONTRIBUTION FROM RESERVES</u></b>             | <b><u>0.00</u></b>          | <b><u>0.00</u></b>          | <b><u>0.00</u></b>         |
| Surplus Adjustment - TRF From Reserves               | 0.00                        | 0.00                        | 0.00                       |
| <b><u>TOTAL REVENUES</u></b>                         | <b><u>58,725,576.97</u></b> | <b><u>54,734,206.00</u></b> | <b><u>3,991,370.97</u></b> |
| <b><u>Municipal Surplus / ( Deficit)</u></b>         | <b><u>0.00</u></b>          | <b><u>0.00</u></b>          | <b><u>0.00</u></b>         |
| <b>add: Surplus Adjustment - Capital</b>             | <b>25,615,377.54</b>        | <b>6,346,970.00</b>         | <b>19,268,407.54</b>       |
| <b>add: Surplus Adjustment - To Reserves</b>         | <b>24,908,650.08</b>        | <b>19,799,846.00</b>        | <b>5,108,804.08</b>        |
| <b>less: Surplus Adjustment - From Reserves</b>      | <b>(23,066,754.65)</b>      | <b>(5,377,526.00)</b>       | <b>(17,689,228.65)</b>     |
| <b>less: Surplus Adjustment - Depreciation</b>       | <b>(11,771,145.03)</b>      | <b>(11,540,450.00)</b>      | <b>(230,695.03)</b>        |
| <b>add: Surplus Adjustment - Debt Principal Paid</b> | <b>1,302,338.05</b>         | <b>1,302,338.00</b>         | <b>0.05</b>                |
| <b>add: Surplus Adjustment - New Debt Principal</b>  | <b>0.00</b>                 | <b>0.00</b>                 | <b>0.00</b>                |
| <b><u>PSAB Surplus / ( Deficit)</u></b>              | <b><u>16,988,465.99</u></b> | <b><u>10,531,178.00</u></b> | <b><u>6,457,287.99</u></b> |

**County of Renfrew**  
**Balance Sheet**  
**DEC 2022**

|  | 2022                    | 2021                    |
|--|-------------------------|-------------------------|
| PETTY CASH                               | 1,600.00                | 1,700.00                |
| BANK ACCOUNT                             | 56,948,930.59           | 55,342,129.04           |
| CERTIFICATES OF DEPOSIT                  | 7,174,056.71            | 7,171,100.13            |
| INVESTMENTS - EOWC BROADBAND             | 0.00                    | 0.00                    |
| RECEIVABLES                              | 3,691,551.49            | 2,363,715.67            |
| ALLOWANCE FOR DOUBTFUL ACCOUNTS          | 0.00                    | 0.00                    |
| DUE TO/FROM                              | (7,392,359.70)          | (2,662,642.28)          |
| PREPAID EXPENSES                         | 1,156,594.15            | 207,898.52              |
| INVENTORY                                | 613,203.94              | 599,223.37              |
| LAND                                     | 3,667,214.95            | 3,646,451.57            |
| LAND IMPROVEMENT                         | 1,715,230.35            | 1,592,020.36            |
| BUILDING                                 | 29,921,156.36           | 29,604,812.74           |
| LEASEHOLD IMPROVEMENT                    | 459,273.44              | 459,273.44              |
| MACHINERY & EQUIPMENT                    | 6,195,486.33            | 5,974,519.48            |
| VEHICLE                                  | 16,222,171.60           | 16,151,392.19           |
| LINEAR ASSET                             | 377,466,975.70          | 355,125,665.03          |
| WIP - PUBLIC WORKS - CONSTRUCTION        | 34,066,177.02           | 34,897,416.40           |
| ROOFING SYSTEM                           | 1,799,635.71            | 1,799,635.71            |
| WIP - PUBLIC WORKS - JOB COST RECONCILED | 0.00                    | (0.00)                  |
| WIP - OTHER                              | 50,414,251.57           | 50,223,405.34           |
| FIXED ASSET - CLEARING                   | 1,151,010.51            | 12,211.20               |
| ACCUMULATED DEPRECIATION                 | (261,374,810.56)        | (251,426,784.37)        |
| OTHER ASSETS                             | 0.00                    | 0.00                    |
| <b>ASSETS</b>                            | <b>323,897,350.16</b>   | <b>311,083,143.54</b>   |
| ACCOUNTS PAYABLE & ACCRUED LIABILITIES   | (10,165,188.32)         | (13,674,003.46)         |
| WSIB LIABILITY - PARAMEDIC               | (9,249,316.00)          | (8,844,829.00)          |
| SICK LEAVE LIABILITY                     | (44,281.38)             | (41,997.02)             |
| WSIB LIABILITY - GENERAL                 | (97,174.00)             | (78,300.00)             |
| LONG TERM DEBT                           | (9,495,438.04)          | (10,579,707.98)         |
| ACCRUED INTEREST - LONG TERM DEBT        | (58,266.71)             | (65,086.36)             |
| ACCUMULATED SURPLUS                      | (277,799,219.72)        | (268,415,518.30)        |
| SURPLUS - CURRENT YEAR                   | (16,988,465.99)         | (9,383,701.42)          |
| <b>LIABILITIES AND NET ASSETS</b>        | <b>(323,897,350.16)</b> | <b>(311,083,143.54)</b> |

| GENERAL - Accumulated Surplus             | Opening                | Increase             | Decrease               | Net Change           | Allocate Interest<br>& Surplus | TRF between<br>Reserves | Closing                | capital? | shared? |
|---|------------------------|----------------------|------------------------|----------------------|--------------------------------|-------------------------|------------------------|----------|---------|
| Fixed Assets                              | 414,353,770.52         | 25,116,971.38        | (2,023,597.46)         | 23,093,373.92        |                                |                         | 437,447,144.44         |          |         |
| Accumulated Depreciation                  | (251,426,784.37)       | (11,771,145.03)      | 1,823,118.84           | (9,948,026.19)       |                                |                         | (261,374,810.56)       |          |         |
| Work In Process- PW                       | 34,897,416.40          | (831,239.38)         |                        | (831,239.38)         |                                |                         | 34,066,177.02          |          |         |
| Work In Process-Other                     | 50,235,616.54          | 1,329,645.54         |                        | 1,329,645.54         |                                |                         | 51,565,262.08          |          |         |
|   | <b>248,060,019.09</b>  | <b>13,844,232.51</b> | <b>(200,478.62)</b>    | <b>13,643,753.89</b> |                                |                         | <b>261,703,772.98</b>  |          |         |
| Long Term Debt                            | 0.00                   |                      |                        | 0.00                 |                                |                         | 0.00                   |          |         |
| LTD - OPP                                 | (3,541,084.91)         |                      | 291,442.79             | 291,442.79           |                                |                         | (3,249,642.12)         |          |         |
| LTD - Claybank Bridge                     | (2,565,662.14)         |                      | 362,313.58             | 362,313.58           |                                |                         | (2,203,348.56)         |          |         |
| LTD - Madawaska Bridge                    | (4,472,960.93)         |                      | 430,513.57             | 430,513.57           |                                |                         | (4,042,447.36)         |          |         |
| Unfinanced - Centennial Lake Bridge       | (218,068.11)           |                      | 218,068.11             | 218,068.11           |                                |                         | 0.00                   |          |         |
| Sick Leave Liability                      | (41,997.02)            | (2,284.36)           |                        | (2,284.36)           |                                |                         | (44,281.38)            |          |         |
| WSIB Liability - General                  | (78,300.00)            | (18,874.00)          |                        | (18,874.00)          |                                |                         | (97,174.00)            |          |         |
| WSIB Liability - Paramedic                | (8,844,829.00)         | (404,487.00)         |                        | (404,487.00)         |                                |                         | (9,249,316.00)         |          |         |
|   | <b>(19,762,902.11)</b> | <b>(425,645.36)</b>  | <b>1,302,338.05</b>    | <b>876,692.69</b>    |                                |                         | <b>(18,886,209.42)</b> |          |         |
| OVOHT RESERVE                             | 0.00                   | 65,000.00            |                        | 65,000.00            |                                |                         | 65,000.00              |          |         |
| SAFE RESTART (COVID) RESERVE              | 0.00                   | 1,670,945.31         |                        | 1,670,945.31         | 40,822.54                      |                         | 1,711,767.85           |          |         |
| Child Care - Mitigation Reserve           | 1,534,682.02           |                      |                        | 0.00                 |                                |                         | 1,534,682.02           | s        |         |
| Ec Dev - OSTAR (RED) Reserve              | 35,000.00              |                      |                        | 0.00                 |                                |                         | 35,000.00              |          |         |
| Forestry - Reforestation Reserve          | 235,893.93             |                      | (4,935.36)             | (4,935.36)           | 6,209.14                       |                         | 237,167.71             | c        | s       |
| General - Development Reserve             | 8,779.88               |                      |                        | 0.00                 | 233.54                         |                         | 9,013.42               | c        |         |
| General - Gas Tax Reserve Fund            | (0.00)                 | 5,489,044.68         | (5,489,044.68)         | 0.00                 |                                |                         | (0.00)                 |          |         |
| General - Insurance Reserve               | 150,000.00             |                      |                        | 0.00                 |                                |                         | 150,000.00             |          |         |
| General - Sick Leave Reserve              | 69,458.23              |                      |                        | 0.00                 |                                |                         | 69,458.23              |          |         |
| General - TCA Renewal Reserve             | 17,526,392.74          | 7,409,704.72         | (16,279,151.81)        | (8,869,447.09)       | 482,575.77                     | 8,800,744.00            | 17,940,265.42          | c        |         |
| General - Working Capital Reserve         | 19,378,284.99          |                      |                        | 0.00                 |                                |                         | 19,378,284.99          | c        |         |
| General - Bldg Reserve                    | 3,528,756.80           | 348,089.96           | (460,266.01)           | (112,176.05)         | 92,372.99                      |                         | 3,508,953.74           | c        |         |
| General - OPP Building Reserve            | 808,540.14             | 54,496.95            |                        | 54,496.95            |                                |                         | 863,037.09             | c        |         |
| General - Cannabis Reserve                | 149,978.76             |                      |                        | 0.00                 |                                |                         | 149,978.76             |          |         |
| Housing - Non Profit Capital Reserve      | 116,221.54             |                      |                        | 0.00                 |                                |                         | 116,221.54             | s        |         |
| Housing - Statutory Entitlement           | 146,992.60             |                      |                        | 0.00                 | 3,910.00                       |                         | 150,902.60             | s        |         |
| PS - Equipment Reserve                    | 2,229,760.66           | 1,070,624.46         | (720,477.54)           | 350,146.92           |                                |                         | 2,579,907.58           | c        | s       |
| PS - Community Paramedic Reserve          | 738,884.10             |                      | (112,879.25)           | (112,879.25)         |                                |                         | 626,004.85             |          |         |
| PS - Severance Reserve                    | 1,378,861.90           |                      |                        | 0.00                 |                                |                         | 1,378,861.90           | s        |         |
| PW - Capital Works Reserve                | 0.00                   | 8,800,744.00         |                        | 8,800,744.00         |                                | (8,800,744.00)          | 0.00                   | c        |         |
| PW - Winter Control Reserve               | 250,000.00             |                      |                        | 0.00                 |                                |                         | 250,000.00             |          |         |
| Social Services - Fiscal Pressure Reserve | 339,942.19             |                      |                        | 0.00                 |                                |                         | 339,942.19             | s        |         |
| Trail - Algonquin Trail Reserve           | 54,124.82              |                      |                        | 0.00                 |                                |                         | 54,124.82              |          |         |
| Ontario Winter Games                      | 200,000.00             |                      |                        | 0.00                 |                                |                         | 200,000.00             |          |         |
| WSIB Reserve - General                    | 621,547.44             |                      |                        | 0.00                 |                                |                         | 621,547.44             |          |         |
|   | <b>49,502,102.74</b>   | <b>24,908,650.08</b> | <b>(23,066,754.65)</b> | <b>1,841,895.43</b>  | <b>626,123.98</b>              | <b>0.00</b>             | <b>51,970,122.15</b>   |          |         |
| Unallocated Surplus                       | 0.00                   |                      |                        | 626,123.98           | (626,123.98)                   |                         | 0.00                   |          |         |
| <b>Totals</b>                             | <b>277,799,219.72</b>  | <b>38,327,237.23</b> | <b>-21,964,895.22</b>  | <b>16,988,465.99</b> | <b>0.00</b>                    | <b>0.00</b>             | <b>294,787,685.71</b>  |          |         |

|  |              |
|--|--------------|
| INCOME STATEMENT MUNICIPAL SURPLUS         | -            |
| DIFF TO UNALLOCATED SURPLUS                | 626,123.98   |
| ASSETS DISPOSED - THROUGH INC STMT ALREADY | (200,478.62) |
| LIABILITY CHANGE THROUGH INC STMT ALREADY  | (425,645.36) |
| LTD ADJUSTMENT                             | 0.00         |
| CHANGE IN MUNICIPAL SURPLUS EXPLAINED      | (626,123.98) |

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|  | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>          | <u>VARIANCE</u>          |
|--|----------------------------|----------------------------|--------------------------|
| <b><u>CAPITAL PROGRAM - EXPENSES</u></b>     | <b><u>712,260.43</u></b>   | <b><u>546,055.00</u></b>   | <b><u>166,205.43</u></b> |
| Benefits                                     | 81,098.86                  | 74,653.00                  | 6,445.86                 |
| Capital Projects - Under Threshold           | 137,145.64                 | 0.00                       | 137,145.64               |
| COVID  | 2,501.96                   | 0.00                       | 2,501.96                 |
| Infrastructure Management                    | 173,544.38                 | 142,400.00                 | 31,144.38                |
| Misc   | 3,603.32                   | 6,000.00                   | (2,396.68)               |
| Salaries                                     | 302,232.24                 | 291,947.00                 | 10,285.24                |
| Supplies                                     | 12,134.03                  | 31,055.00                  | (18,920.97)              |
| <br>   |                            |                            |                          |
| <b><u>ADMINISTRATION</u></b>                 | <b><u>1,166,984.94</u></b> | <b><u>1,124,616.00</u></b> | <b><u>42,368.94</u></b>  |
| Advertising                                  | 30,549.70                  | 22,000.00                  | 8,549.70                 |
| Answering Service                            | 3,827.19                   | 4,600.00                   | (772.81)                 |
| Benefits                                     | 143,260.70                 | 130,816.00                 | 12,444.70                |
| Cell Telephone/Pager                         | 13,139.42                  | 13,200.00                  | (60.58)                  |
| Communications(Radio System)                 | 76,493.88                  | 71,750.00                  | 4,743.88                 |
| Computer Hrdwr/Sftwr                         | 74,846.54                  | 58,200.00                  | 16,646.54                |
| Conferences & Conventions                    | 8,724.42                   | 7,200.00                   | 1,524.42                 |
| Courier                                      | 395.71                     | 770.00                     | (374.29)                 |
| COVID  | 0.00                       | 0.00                       | 0.00                     |
| Health & Safety (Protection)                 | 42,511.69                  | 42,000.00                  | 511.69                   |
| Insurance                                    | 145,451.93                 | 141,156.00                 | 4,295.93                 |
| Insurance Claims Expense                     | 53,832.20                  | 35,000.00                  | 18,832.20                |
| Internet                                     | 2,989.26                   | 5,100.00                   | (2,110.74)               |
| Legal Fees                                   | 10,313.64                  | 20,500.00                  | (10,186.36)              |
| Membership Fees                              | 9,146.38                   | 9,000.00                   | 146.38                   |
| Office Equipment Replacement                 | 0.00                       | 4,100.00                   | (4,100.00)               |
| Office Supplies/Publications/Awards          | 10,814.60                  | 10,000.00                  | 814.60                   |
| Photocopier Supplies/Maint                   | 6,350.38                   | 4,200.00                   | 2,150.38                 |
| Postage                                      | 56.04                      | 450.00                     | (393.96)                 |
| Provincial Grants & Subsidies - COVID        | (25,728.86)                | 0.00                       | (25,728.86)              |
| Recruitment                                  | 13,929.12                  | 10,000.00                  | 3,929.12                 |
| Salaries                                     | 505,774.70                 | 494,074.00                 | 11,700.70                |
| Staff Training                               | 23,663.21                  | 20,000.00                  | 3,663.21                 |
| Surplus Adjustment - Capital                 | 0.00                       | 0.00                       | 0.00                     |
| Surplus Adjustment - From Reserves           | 0.00                       | 0.00                       | 0.00                     |
| Telephone                                    | 10,198.33                  | 11,200.00                  | (1,001.67)               |
| Travel                                       | 6,444.76                   | 9,300.00                   | (2,855.24)               |
| <br>   |                            |                            |                          |
| <br>   |                            |                            |                          |
| <b><u>MAINTENANCE</u></b>                    | <b><u>6,257,978.11</u></b> | <b><u>6,079,901.00</u></b> | <b><u>178,077.11</u></b> |
| Benefits                                     | 586,335.51                 | 525,001.00                 | 61,334.51                |
| Bridges and Culverts                         | 7,707.50                   | 40,000.00                  | (32,292.50)              |
| Hard Top Maintenance                         | 203,171.51                 | 360,000.00                 | (156,828.49)             |
| Recoveries                                   | (81,634.91)                | (100,000.00)               | 18,365.09                |
| Roadside Maintenance                         | 127,105.99                 | 180,000.00                 | (52,894.01)              |
| Safety Devices                               | 792,058.97                 | 798,000.00                 | (5,941.03)               |
| Salaries                                     | 2,095,026.98               | 1,961,627.00               | 133,399.98               |
| Winter Control                               | 2,528,206.56               | 2,315,273.00               | 212,933.56               |
| <br>   |                            |                            |                          |
| <br>   |                            |                            |                          |
| <b><u>EQUIPMENT</u></b>                      | <b><u>1,429,703.24</u></b> | <b><u>1,266,900.00</u></b> | <b><u>162,803.24</u></b> |
| Benefits                                     | 68,563.52                  | 67,244.00                  | 1,319.52                 |
| COVID  | 0.00                       | 0.00                       | 0.00                     |
| Provincial Grants & Subsidies - COVID        | 0.00                       | 0.00                       | 0.00                     |
| Recoveries                                   | (24,959.20)                | (10,000.00)                | (14,959.20)              |
| Salaries                                     | 221,856.74                 | 215,202.00                 | 6,654.74                 |
| Salary Allocations                           | (92,061.06)                | (92,876.00)                | 814.94                   |
| Small Equipment, Misc                        | 49,117.62                  | 65,600.00                  | (16,482.38)              |
| Surplus Adjustment - Capital Equipment       | 819,106.09                 | 1,895,000.00               | (1,075,893.91)           |
| Surplus Adjustment - Trf From Reserves       | (819,106.09)               | (1,895,000.00)             | 1,075,893.91             |
| Surplus Adjustment - Trf To Reserves         | 0.00                       | 0.00                       | 0.00                     |
| Vehicle Operating Costs - Fuel               | 633,818.35                 | 435,000.00                 | 198,818.35               |
| Vehicle Operating Costs - Insurance          | 47,075.96                  | 46,730.00                  | 345.96                   |
| Vehicle Operating Costs - Licence            | 57,523.59                  | 60,000.00                  | (2,476.41)               |
| Vehicle Operating Costs - Repairs & Supplies | 480,627.72                 | 500,000.00                 | (19,372.28)              |
| Vehicle Operating Revenue                    | (11,860.00)                | (20,000.00)                | 8,140.00                 |

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|  | <u>YTD ACTUAL</u>           | <u>YTD BUDGET</u>           | <u>VARIANCE</u>              |
|--|-----------------------------|-----------------------------|------------------------------|
| <b><u>HOUSING</u></b>                                | <b><u>177,196.54</u></b>    | <b><u>186,550.00</u></b>    | <b><u>(9,353.46)</u></b>     |
| COVID  | 687.98                      | 0.00                        | 687.98                       |
| Major Repairs  | 0.00                        | 24,550.00                   | (24,550.00)                  |
| Operating Expenses                                   | 176,508.56                  | 162,000.00                  | 14,508.56                    |
| Surplus Adjustment - Capital                         | 122,443.64                  | 317,000.00                  | (194,556.36)                 |
| Surplus Adjustment - Trf From Reserves               | (122,443.64)                | (317,000.00)                | 194,556.36                   |
| <b><u>OTHER</u></b>                                  | <b><u>23,056,679.17</u></b> | <b><u>24,280,939.00</u></b> | <b><u>(1,224,259.83)</u></b> |
| Depreciation   | 9,786,456.34                | 9,700,000.00                | 86,456.34                    |
| Surplus Adjustment - Capital Construction            | 23,056,679.17               | 24,280,939.00               | (1,224,259.83)               |
| Surplus Adjustment - Depreciation                    | (9,786,456.34)              | (9,700,000.00)              | (86,456.34)                  |
| Surplus Adjustment - TRF to Reserves                 | 0.00                        | 0.00                        | 0.00                         |
| <b><u>CONSTRUCTION - LABOUR CLEARING ACCOUNT</u></b> | <b><u>0.00</u></b>          | <b><u>0.00</u></b>          | <b><u>0.00</u></b>           |
| Benefits   | 91,533.47                   | 71,844.00                   | 19,689.47                    |
| Charge to Capital Construction above                 | (659,697.43)                | (450,273.00)                | (209,424.43)                 |
| Salaries   | 568,163.96                  | 378,429.00                  | 189,734.96                   |
| <b>TOTAL EXPENDITURES</b>                            | <b>32,800,802.43</b>        | <b>33,484,961.00</b>        | <b>(684,158.57)</b>          |
| <b><u>ROADS REVENUES</u></b>                         |                             |                             |                              |
| Municipal Contribution                               | 9,621,254.99                | 9,129,022.00                | 492,232.99                   |
| Misc   | 122,868.27                  | 75,000.00                   | 47,868.27                    |
| Provincial Grants & Subsidies                        | 2,739,384.00                | 2,739,384.00                | 0.00                         |
| Surplus Adjustment - TRF from Reserves               | 20,317,295.17               | 21,541,555.00               | (1,224,259.83)               |
| <b>TOTAL REVENUES</b>                                | <b>32,800,802.43</b>        | <b>33,484,961.00</b>        | <b>(684,158.57)</b>          |
| <b>MUNICIPAL SURPLUS / (DEFICIT)</b>                 | <b>0.00</b>                 | <b>0.00</b>                 | <b>0.00</b>                  |

| Project ID  | Project Name                   | Project Description                       | Project Location | Project Year | Actual                 | Estimated              | Variance              |
|-------------|--------------------------------|---|------------------|--------------|------------------------|------------------------|-----------------------|
| 13-B2       | BONNECHERE RIVER BRIDGE        | ON BONNECHERE ROAD                        | B                | 2022         | \$223,702.02           | \$350,000.00           | \$126,297.98          |
| 16-37-2.2   | CR37-CR26 DORAN TO CR51 PET BL | 2.2KM TO 3.14KM                           | 0.94             | 2022         | \$27.67                | \$0.00                 | -\$27.67              |
| 17-51-12.1  | DORAN RD TO MILITARY CAMP RD   | 12.11KM TO 13.57KM                        | 1.46             | 2022         | \$55,074.00            | \$0.00                 | -\$55,074.00          |
| 17-512-30.  | FOYMOUNT RD-BUELOW TO SILVER   | 30.91KM TO 37.30KM                        | 6.39             | 2022         | \$434,065.99           | \$2,336,180.00         | \$1,902,114.01        |
| 18-B234     | COLES CREEK BRIDGE             | ON CR512 AT 0.34KM                        | B                | 2022         | \$68,803.75            | \$0.00                 | -\$68,803.75          |
| 18-B257     | HARRINGTON CREEK BRIDGE        | ON CR512 AT 28.76KM                       | B                | 2022         | \$0.00                 | \$800,000.00           | \$800,000.00          |
| 18-C130     | LOCHIEL CREEK CULVERT NORTH    | CR63-MILLER RD-0.2KM W HWY17              | C                | 2022         | \$13,635.71            | \$33,500.00            | \$19,864.29           |
| 18-C201     | BROOMES CREEK CULVERT          | CRY FORESTER FALLS RD 10.41KM             | C                | 2022         | \$5,250.34             | \$100,000.00           | \$94,749.66           |
| 19-2-0.00   | ALGONQUIN TRAIL - PATCH        | 0.62KM TO 0.65KM                          | 0.03             | 2022         | \$70,674.73            | \$0.00                 | -\$70,674.73          |
| 19-42-0.00  | CULVERT REPLACE-FOREST LEA RD  | 2.11KM - 2.14KM                           | 0.03             | 2022         | \$49,318.54            | \$0.00                 | -\$49,318.54          |
| 19-52-11.3  | FRASER RD NORTHERLY 1.8KM      | 11.36KM TO 13.16KM                        | 1.8              | 2022         | \$0.00                 | \$0.00                 | \$0.00                |
| 19-B202     | CAMERON STREET BRIDGE          | ON CAMERON STREET                         | B                | 2022         | \$234.05               | \$0.00                 | -\$234.05             |
| 20-1-13.30  | MAST ROAD TO HENRY CRESCENT    | 13.30KM TO 15.12KM                        | 1.82             | 2022         | -\$0.01                | \$0.00                 | \$0.01                |
| 20-1-2.62   | ELGIN STREET TO USBORNE STREET | 2.62KM TO 3.96KM                          | 1.36             | 2022         | \$537,841.04           | \$520,000.00           | -\$17,841.04          |
| 20-21-9.63  | CR49 TO HILA ROAD              | 9.63KM TO 17.62 KM                        | 7.99             | 2022         | \$646.12               | \$0.00                 | -\$646.12             |
| 20-508-22.  | ASPHALT EDGE - CALABOGIE ROAD  | 22.34KM TO 24.26KM                        | 1.92             | 2022         | \$230,072.87           | \$0.00                 | -\$230,072.87         |
| 20-5-15.57  | CULVERT REPLACEMENT-GALLAGHER  | 16.77KM TO 16.79KM                        | 0.02             | 2022         | \$969.22               | \$0.00                 | -\$969.22             |
| 20-5-4.36   | BERLANQUET RD TO 1574 STONE RD | 4.36KM TO 7.76KM                          | 3.4              | 2022         | \$25,236.48            | \$0.00                 | -\$25,236.48          |
| 20-85-18.7  | DEER MOUNTAIN RD TO CHIMO RD S | 18.74KM TO 23.53KM                        | 4.79             | 2022         | \$1,571.20             | \$0.00                 | -\$1,571.20           |
| 20-67-6.17  | BYERS CREEK ROAD TO BUCK HILL  | 6.17KM TO 8.67KM                          | 2.5              | 2022         | \$969.21               | \$0.00                 | -\$969.21             |
| 20-71-6.15  | CULVERT REPLACEMENT-1.4 N CR65 | 8.10KM TO 8.20KM                          | 0.1              | 2022         | \$14,349.43            | \$0.00                 | -\$14,349.43          |
| 20-7-5.08   | BEACHBURG RD TO HARRIET ST     | 5.08KM TO 7.88KM                          | 2.82             | 2022         | -\$0.01                | \$0.00                 | \$0.01                |
| 20-B203     | PETAUAWA RIVER BRIDGE          | ON PETAUAWA BOULEVARD                     | B                | 2022         | \$2,170,021.64         | \$1,300,000.00         | -\$870,021.64         |
| 20-B240     | FOURTH CHUTE BRIDGE            | ON FOURTH CHUTE ROAD                      | B                | 2022         | \$18,111.98            | \$0.00                 | -\$18,111.98          |
| 20-B319     | BUCHOLTZ BRIDGE                | ON ROUND LAKE ROAD                        | B                | 2022         | \$1,025,974.52         | \$950,000.00           | -\$75,974.52          |
| 20-C197     | ETMANSKIE SWAMP CULVERT        | ON JOHN STREET                            | C                | 2022         | \$42,544.03            | \$1,100,000.00         | \$1,057,455.97        |
| 20-C252     | VANDERPLOEGS CULVERT           | ON RUSSETT DRIVE                          | C                | 2022         | \$344.95               | \$0.00                 | -\$344.95             |
| 20-C99      | COTTON CREEK BRIDGE            | ON MATAWATCHAN ROAD                       | C                | 2022         | -\$0.01                | \$0.00                 | \$0.01                |
| 21-16-0.00  | VICTORIA STREET ROAD REPAIR    | 0.19KM TO 0.20KM                          | 0.01             | 2022         | -\$7,966.97            | \$0.00                 | \$7,966.97            |
| 21-35-0.00  | OLD RAIL CROSSING REPAIR       | 0.84KM TO 0.86KM                          | 0.02             | 2022         | \$40,497.14            | \$0.00                 | -\$40,497.14          |
| 21-515-18   | GUINEY RD TO QUADVILLE         | 18.30KM TO 23.10KM                        | 4.8              | 2022         | \$11,978.90            | \$0.00                 | -\$11,978.90          |
| 21-58-60    | TV TOWER ROAD REPAIR           | 60.08KM TO 60.11KM                        | 0.03             | 2022         | \$6,289.69             | \$0.00                 | -\$6,289.69           |
| 21-B22      | INDIAN RIVER BRIDGE            | ON SANDY BEACH ROAD                       | B                | 2022         | \$1,184,080.97         | \$1,200,000.00         | \$15,919.03           |
| 21-B5       | SCOLLARD BRIDGE                | ON PUCKER STREET                          | B                | 2022         | \$692,795.29           | \$600,000.00           | -\$92,795.29          |
| 21-B57      | MOUNT ST. PATRICK BRIDGE       | ON MOUNT ST. PATRICK ROAD                 | B                | 2022         | \$860,469.38           | \$800,000.00           | -\$60,469.38          |
| 21-B64      | PILGRIM ROAD BRIDGE            | ON PILGRIM ROAD                           | B                | 2022         | \$44,912.45            | \$180,000.00           | \$135,087.55          |
| 21-C12      | FARQUHARSON'S CULVERT          | ON SOUTH MCNAUGHTON ROAD                  | C                | 2022         | \$26,746.03            | \$135,000.00           | \$108,253.97          |
| 21-C134     | CAMPBELL DRIVE CULVERT         | ON CAMPBELL DRIVE                         | C                | 2022         | \$22,955.47            | \$585,000.00           | \$562,044.53          |
| 21-C137     | HANSON CREEK CULVERTS          | ON ROBERTSON LANE                         | C                | 2022         | \$48,911.08            | \$162,000.00           | \$113,088.92          |
| 21-C152     | WADSWORTH LAKE CULVERT         | ON OLD BARRY'S BAY ROAD                   | C                | 2022         | \$236,500.01           | \$252,000.00           | \$15,499.99           |
| 21-C25      | BORNE ROAD CULVERT             | ON BORNE ROAD                             | C                | 2022         | \$17,365.29            | \$30,000.00            | \$12,634.71           |
| 21-C269     | JACKS LAKE CULVERTS            | ON ROUND LAKE ROAD                        | C                | 2022         | \$96,480.76            | \$180,000.00           | \$83,519.24           |
| 21-C302     | WINGLE CREEK TWIN CULVERTS     | ON ROCHFORD ROAD                          | C                | 2022         | \$70,858.12            | \$180,000.00           | \$109,141.88          |
| 21-C37      | BAGOT CREEK CULVERT            | ON LOWER SPRUCE HEDGE ROAD                | C                | 2022         | \$518,114.57           | \$342,000.00           | -\$176,114.57         |
| 21-C40      | SNAKE RIVER CULVERT            | ON SNAKE RIVER LINE                       | C                | 2022         | \$1,156.05             | \$108,000.00           | \$106,843.95          |
| 21-LAND     | LAND                           | LAND                                      | L                | 2022         | \$4,314.60             | \$0.00                 | -\$4,314.60           |
| 22-1-1.97   | MADAWASKA RIVER BR TO ELGIN ST | 1.97KM TO 2.62KM                          | 0.65             | 2022         | \$241,849.18           | \$159,824.00           | -\$82,025.18          |
| 22-1-15.12  | HENRY CRES TO LOCHWINNOCH RD   | 15.12KM TO 17.48KM                        | 2.36             | 2022         | \$936,798.79           | \$774,080.00           | -\$162,718.79         |
| 22-13-4.27  | MICKSBURG RD TO STAFFORD THRD  | 4.27KM TO 7.06KM                          | 2.79             | 2022         | \$679,798.85           | \$597,700.00           | -\$82,098.85          |
| 22-21-17.6  | PERRETTON RD-CR12 WESTMEATH RI | 17.62KM TO 19.35KM                        | 1.73             | 2022         | \$18,564.18            | \$0.00                 | -\$18,564.18          |
| 22-21-5.06  | BUCHANNAN'S PIT TO URBAN BEGIN | 5.06KM TO 7.82KM                          | 2.76             | 2022         | \$1,322,807.39         | \$870,710.00           | -\$452,097.39         |
| 22-23-0.00  | COUNTY LINE TO SAWMILL ROAD    | 0.00KM TO 1.51KM                          | 1.51             | 2022         | \$338,845.93           | \$324,650.00           | -\$14,195.93          |
| 22-24-4.08  | HWY 17 TO CTY RD 40 GREENWOOD  | 4.08KM TO 6.55KM                          | 2.47             | 2022         | \$518,034.82           | \$826,560.00           | \$308,525.18          |
| 22-2-8.80   | MOUNTAIN VIEW RD TO WABA CR BR | 8.80KM TO 14.31KM                         | 5.51             | 2022         | \$1,580,773.60         | \$1,088,684.00         | -\$492,089.60         |
| 22-29-0.00  | COUNTY LINE TO CLEAR VIEW CRES | 0.00KM TO 2.24KM                          | 2.24             | 2022         | \$830,980.52           | \$382,700.00           | -\$448,280.52         |
| 22-30-0.00  | LAKE DORE RD-HWY60 TO SPERBERG | 0.00KM TO 3.26KM                          | 3.26             | 2022         | \$140,523.10           | \$100,000.00           | -\$40,523.10          |
| 22-40-4.68  | ROBINSON RD TO HWY 148         | 5.73KM TO 8.27KM                          | 2.54             | 2022         | \$38,414.24            | \$0.00                 | -\$38,414.24          |
| 22-508-14   | MILL ST TO CR511 LANARK RD     | 14.3KM TO 16.19KM                         | 1.89             | 2022         | \$947,637.17           | \$636,320.00           | -\$311,317.17         |
| 22-51-0.00  | PENBROKE STREET WEST           | 0.01KM - AT IRENE STREET                  | 0.01             | 2022         | \$12,585.03            | \$0.00                 | -\$12,585.03          |
| 22-5-12.57  | MHUSK RD TO GALLAGHER RD       | 12.57KM TO 15.57KM                        | 2                | 2022         | \$23,511.73            | \$0.00                 | -\$23,511.73          |
| 22-512-0.00 | QUEEN ST-COLL ST RETAINING WAL | QUEEN ST NW OF COLL ST                    | B                | 2022         | \$71,490.71            | \$0.00                 | -\$71,490.71          |
| 22-512-13   | OPEONGO RD TO HUBERS RD        | 14.50KM TO 18.15KM                        | 3.65             | 2022         | \$1,454,594.14         | \$846,400.00           | -\$608,194.14         |
| 22-517-5.00 | SERRAN RD TO CR62COMBERMERE R  | 5.04KM TO 8.34KM                          | 3.3              | 2022         | \$1,086,612.62         | \$1,134,484.00         | \$47,871.38           |
| 22-58-18.3  | DEER TRAIL RD TO BONNECHERE BR | 18.34KM TO 20.88KM                        | 2.54             | 2022         | \$13,218.77            | \$0.00                 | -\$13,218.77          |
| 22-58-20.9  | BONNECHERE BR TO RD 58 PICNIC  | 20.92KM TO 27.48KM                        | 6.58             | 2022         | \$213,833.22           | \$0.00                 | -\$213,833.22         |
| 22-62-1.22  | COMBERMERE S URBAN LIMIT TO515 | 1.22KM TO 3.10KM                          | 1.88             | 2022         | \$110,614.83           | \$62,953.00            | -\$47,661.83          |
| 22-64-10.8  | GIERMAN RD TO CONSTANT LAKE RD | 13.4KM TO 18.9KM                          | 5.5              | 2022         | \$178,910.56           | \$0.00                 | -\$178,910.56         |
| 22-65-14.5  | BLACK DONALD TO DEER MOUNTAIN  | 14.56KM TO 18.74KM                        | 4.18             | 2022         | \$1,199,044.12         | \$1,128,270.00         | -\$70,774.12          |
| 22-67-8.67  | BUCK HILL RDTCR58 ROUND LAKE   | 8.67KM TO 10.27KM                         | 1.6              | 2022         | \$882,001.28           | \$781,000.00           | -\$101,001.28         |
| 22-7-7.88   | HARRIET ST WESTERLY 600M       | 7.88KM TO 8.48KM                          | 5.51             | 2022         | \$633,609.54           | \$357,500.00           | -\$276,109.54         |
| 22-B102     | BRENNANS CREEK BRIDGE          | QUEEN STREET                              | B                | 2022         | \$23,301.80            | \$54,000.00            | \$30,698.20           |
| 22-B108     | TRAMORE BRIDGE                 | TRAMORE ROAD                              | B                | 2022         | \$982.40               | \$40,000.00            | \$39,017.60           |
| 22-B150     | DAM LAKE BRIDGE                | STANLEY OLSHESKIE ROAD                    | B                | 2022         | \$89,960.68            | \$100,000.00           | \$12,039.32           |
| 22-B156     | BURNT BRIDGE                   | BURNT BRIDGE ROAD                         | B                | 2022         | \$653.44               | \$25,000.00            | \$24,346.56           |
| 22-B232     | COCHRANE CREEK BRIDGE          | CEMENT BRIDGE ROAD                        | B                | 2022         | \$1,222.48             | \$50,000.00            | \$48,777.52           |
| 22-B310     | SKI HILL BRIDGE                | ROUND LAKE ROAD                           | B                | 2022         | \$27,845.99            | \$30,000.00            | \$2,154.01            |
| 22-B34      | CONSTANT CREEK BRIDGE          | CALABOGIERD.500M W OF NORTONRD            | B                | 2022         | \$0.00                 | \$0.00                 | \$0.00                |
| 22-B44      | DOUGLAS BRIDGE                 | STONE ROAD                                | B                | 2022         | \$27,360.33            | \$45,000.00            | \$17,639.67           |
| 22-B56      | COLTERMAN BRIDGE               | COLTERMAN ROAD                            | B                | 2022         | \$90,262.28            | \$100,000.00           | \$9,737.72            |
| 22-B68      | SCHIMMINS CREEK BRIDGE         | WELK ROAD                                 | B                | 2022         | \$73,521.15            | \$100,000.00           | \$26,478.85           |
| 22-B7       | BUTLER BRIDGE                  | BUTLER ROAD                               | B                | 2022         | \$49,098.10            | \$100,000.00           | \$50,901.90           |
| 22-B73      | KARGUS ROAD BRIDGE             | 1.2 KM S OF QUADVILLE ROAD                | B                | 2022         | \$17,628.62            | \$0.00                 | -\$17,628.62          |
| 22-C1       | BERLANQUET CREEK CULVERT       | STONE ROAD                                | C                | 2022         | \$1,938.61             | \$38,500.00            | \$36,561.39           |
| 22-C191     | DICKS ROAD CULVERT             | DICKS ROAD                                | C                | 2022         | \$12,969.90            | \$12,000.00            | \$7,010.10            |
| 22-C204     | BELLOWES CREEK CULVERT         | WESTMEATH ROAD                            | C                | 2022         | \$41,833.46            | \$30,000.00            | -\$11,833.46          |
| 22-C268     | ST. COLUMBKILLE'S CULVERT      | ROUND LAKE ROAD                           | C                | 2022         | \$12,049.89            | \$75,000.00            | \$62,950.11           |
| 22-C325     | NEILSON CREEK CULVERT          | CLEAR LAKE ROAD                           | C                | 2022         | \$11,740.72            | \$50,000.00            | \$38,259.28           |
| 22-C51      | HARRIS CREEK CULVERT           | PROVEN LINE                               | C                | 2022         | \$573.55               | \$20,000.00            | \$19,426.45           |
| 22-COBEN    | COBEN PATROL                   | COBEN PATROL                              | P                | 2022         | \$279,817.38           | \$0.00                 | -\$279,817.38         |
| 22-LAND     | LAND                           | LAND                                      | L                | 2022         | \$16,448.78            | \$0.00                 | -\$16,448.78          |
| 22-NO PROJ  | NO PROJECT #                   | NO PROJECT #                              | NO               | 2022         | \$0.00                 | \$1,087,924.00         | \$1,087,924.00        |
| 22-SIGNALS  | SIGNALS                        | SIGNALS                                   | S                | 2022         | \$13,025.28            | \$0.00                 | -\$13,025.28          |
| 22-TRAILS   | 22-TRAILS                      | TRAILS                                    | T                | 2022         | \$4,440.78             | \$0.00                 | -\$4,440.78           |
|             | year end adj                   | culvert rehab - accrual - boundry rd east |                  |              | \$56,176.58            |                        |                       |
|             | year end adj                   | capital under threshold                   |                  |              | -\$137,145.64          |                        |                       |
|             |                                |   |                  |              | <b>\$23,056,679.17</b> | <b>\$24,280,939.00</b> | <b>\$1,143,290.77</b> |

| GAS TAX     |                                |                    |      |      | project actual        | project budget         | actual less internal labour |
|-------------|--------------------------------|--------------------|------|------|-----------------------|------------------------|-----------------------------|
| 20-1-2.62   | ELGIN STREET TO USBORNE STREET | 2.62KM TO 3.96KM   | 1.36 | 2022 | \$537,841.04          | \$ 520,000.00          | \$504,095.42                |
| 22-1-1.97   | MADAWASKA RIVER BR TO ELGIN ST | 1.97KM TO 2.62KM   | 0.65 | 2022 | \$241,849.18          | \$159,824.00           | \$219,864.32                |
| 22-1-15.12  | HENRY CRES TO LOCHWINNOCH RD   | 15.12KM TO 17.48KM | 2.36 | 2022 | \$936,798.79          | \$774,080.00           | \$915,692.87                |
| 22-2-8.80   | MOUNTAIN VIEW RD TO WABA CR BR | 8.80KM TO 14.31KM  | 5.51 | 2022 | \$1,580,773.60        | \$1,088,684.00         | \$1,557,924.75              |
| 22-21-5.06  | BUCHANNAN'S PIT TO URBAN BEGIN | 5.06KM TO 7.82KM   | 2.76 | 2022 | \$1,322,807.39        | \$870,710.00           | \$1,311,419.52              |
| 22-23-0.00  | COUNTY LINE TO SAWMILL ROAD    | 0.00KM TO 1.51KM   | 1.51 | 2022 | \$338,845.93          | \$324,650.00           | \$333,079.28                |
| 22-24-4.08  | HWY 17 TO CTY RD 40 GREENWOOD  | 4.08KM TO 6.55KM   | 2.47 | 2022 | \$518,034.82          | \$826,560.00           | \$497,286.23                |
| 22-29-0.00  | COUNTY LINE TO CLEAR VIEW CRES | 0.00KM TO 2.24KM   | 2.24 | 2022 | \$830,980.52          | \$382,700.00           | \$808,127.04                |
| 22-67-8.67  | BUCK HILL RDTCR58 ROUND LAKE   | 8.67KM TO 10.27KM  | 1.6  | 2022 | \$882,001.28          | \$781,000.00           | \$860,624.17                |
|             |                                |                    |      |      | <b>\$7,189,932.55</b> | <b>\$ 5,728,208.00</b> | <b>\$7,008,113.60</b>       |
| OCIF        |                                |                    |      |      | project actual        | project budget         | actual less internal labour |
| 22-508-14   | MILL ST TO CR511 LANARK RD     | 14.3KM TO 16.19KM  | 1.89 | 2022 | \$947,637.17          | \$636,320.00           | \$910,594.65                |
| 22-7-7.88   | HARRIET ST WESTERLY 600M       | 7.88KM TO 8.48KM   | 5.51 | 2022 | \$633,609.54          | \$357,500.00           | \$593,583.53                |
| 22-13-4.27  | MICKSBURG RD TO STAFFORD THRD  | 4.27KM TO 7.06KM   | 2.79 | 2022 | \$679,798.85          | \$597,700.00           | \$668,886.22                |
| 22-65-14.5  | BLACK DONALD TO DEER MOUNTAIN  | 14.56KM TO 18.74KM | 4.18 | 2022 | \$1,199,044.12        | \$1,128,270.00         | \$1,194,019.29              |
| 22-517-5.00 | SERRAN RD TO CR62COMBERMERE R  | 5.04KM TO 8.34KM   | 3.3  | 2022 | \$1,086,612.62        | \$1,134,484.00         | \$1,063,374.77              |
|             |                                |                    |      |      | <b>\$4,546,702.30</b> | <b>\$3,854,274.00</b>  | <b>\$ 4,430,458.46</b>      |



**COUNTY OF RENFREW  
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**Dec 2022**

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**over / (under)**

|  | <u><b>YTD ACTUAL</b></u>   | <u><b>YTD BUDGET</b></u>   | <u><b>VARIANCE</b></u>     |
|--|----------------------------|----------------------------|----------------------------|
| <b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>       | <b><u>880,751.18</u></b>   | <b><u>981,208.00</u></b>   | <b><u>(100,456.82)</u></b> |
| Salaries   | 551,377.33                 | 688,822.00                 | (137,444.67)               |
| Salary Allocations                                 | 76,144.12                  | 76,145.00                  | (0.88)                     |
| Employee Benefits                                  | 121,956.34                 | 142,380.00                 | (20,423.66)                |
| Computer Operation and Maint                       | 1,154.84                   | 1,645.00                   | (490.16)                   |
| COVID  | 68,463.24                  | 0.00                       | 68,463.24                  |
| Depreciation                                       | 3,782.01                   | 3,792.00                   | (9.99)                     |
| Equipment - Replacements                           | 1,824.41                   | 3,075.00                   | (1,250.59)                 |
| Equipment Operation/Maint.                         | 1,758.89                   | 2,460.00                   | (701.11)                   |
| Hobby Crafts                                       | 3,247.03                   | 5,125.00                   | (1,877.97)                 |
| Purchased Services-Physio                          | 44,170.90                  | 48,807.00                  | (4,636.10)                 |
| Recoveries   | 0.00                       | 0.00                       | 0.00                       |
| Recreation & Entertainment                         | 8,043.74                   | 10,507.00                  | (2,463.26)                 |
| Revenue - Federal                                  | 0.00                       | 0.00                       | 0.00                       |
| Special Events                                     | 2,610.34                   | 2,242.00                   | 368.34                     |
| Surplus Adjustment - Depreciation                  | (3,782.01)                 | (3,792.00)                 | 9.99                       |
|  |                            |                            |                            |
| <b><u>NURSING SERVICES</u></b>                     | <b><u>9,964,797.51</u></b> | <b><u>9,576,853.00</u></b> | <b><u>387,944.51</u></b>   |
| Salaries - Administration                          | 580,662.43                 | 446,627.00                 | 134,035.43                 |
| Salaries - Direct                                  | 7,372,397.15               | 7,373,328.00               | (930.85)                   |
| Salary Allocations                                 | (17,765.02)                | (17,765.00)                | (0.02)                     |
| Employee Benefits - Administration                 | 148,657.53                 | 128,678.00                 | 19,979.53                  |
| Employee Benefits - Direct                         | 1,325,488.49               | 1,210,007.00               | 115,481.49                 |
| Computer Operation and Maint                       | 36,047.62                  | 28,476.00                  | 7,571.62                   |
| COVID  | 133,937.35                 | 0.00                       | 133,937.35                 |
| Depreciation                                       | 42,621.14                  | 41,000.00                  | 1,621.14                   |
| Equipment - Repairs & Maintenance                  | 415.34                     | 3,940.00                   | (3,524.66)                 |
| Fall Prevention                                    | 12,157.56                  | 16,600.00                  | (4,442.44)                 |
| Fall Prevention - Prov Subsidy                     | (12,157.56)                | (16,600.00)                | 4,442.44                   |
| High Intensity Needs                               | 47,937.10                  | 30,000.00                  | 17,937.10                  |
| High Intensity Needs - Non Claims Based            | 29,653.15                  | 39,384.00                  | (9,730.85)                 |
| High Intensity Needs - Prov Subsidy                | (45,540.25)                | (28,500.00)                | (17,040.25)                |
| Incontinent Supplies - (Funded at \$1.20 per diem) | 113,261.38                 | 100,985.00                 | 12,276.38                  |
| IPAC   | 41,312.49                  | 0.00                       | 41,312.49                  |
| IPAC MINOR CAPITAL                                 | 2,080.10                   | 0.00                       | 2,080.10                   |
| Lab Fees   | 6,520.00                   | 10,000.00                  | (3,480.00)                 |
| Lab Fees - Prov Subsidy                            | (6,520.00)                 | (10,000.00)                | 3,480.00                   |
| Medical Director - (0.30 / day)                    | 18,177.00                  | 18,177.00                  | 0.00                       |
| Medical Nursing Supplies                           | 100,265.91                 | 103,654.00                 | (3,388.09)                 |
| Medication Safety Technology                       | 8,892.23                   | 0.00                       | 8,892.23                   |
| Memberships  | 0.00                       | 1,000.00                   | (1,000.00)                 |
| Nurse Practitioner BM Support                      | (32,003.67)                | (24,494.00)                | (7,509.67)                 |
| Nurse Practitioner Expenses                        | 181,188.09                 | 171,841.00                 | 9,347.09                   |
| Nurse Practitioner Provincial Subsidy              | (117,180.76)               | (122,853.00)               | 5,672.24                   |
| Phys-On-Call - Funded Exp (\$100 / bed)            | 17,446.89                  | 16,515.00                  | 931.89                     |
| Phys-On-Call - Prov Subsidy (\$100 / bed)          | (17,446.89)                | (16,515.00)                | (931.89)                   |
| RAI / MDS Expenses                                 | 85,035.65                  | 114,368.00                 | (29,332.35)                |
| RAI / MDS Prov Subsidy                             | 0.00                       | 0.00                       | 0.00                       |
| Recoveries   | (19,718.26)                | 0.00                       | (19,718.26)                |
| Recoveries - Wages                                 | (28,403.54)                | 0.00                       | (28,403.54)                |
| Surplus Adjustment - Depreciation                  | (42,621.14)                | (41,000.00)                | (1,621.14)                 |

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|--|----------------------------|----------------------------|---------------------------|
| <b><u>RAW FOOD</u></b>                   | <b><u>644,477.10</u></b>   | <b><u>578,028.00</u></b>   | <b><u>66,449.10</u></b>   |
| Dairy                                    | 76,736.00                  | 70,360.00                  | 6,376.00                  |
| Groceries and Vegetables                 | 348,232.58                 | 301,107.00                 | 47,125.58                 |
| Meat                                     | 200,567.15                 | 193,561.00                 | 7,006.15                  |
| Nutrition Supplements                    | 20,311.63                  | 18,000.00                  | 2,311.63                  |
| Recoveries                               | (1,370.26)                 | (5,000.00)                 | 3,629.74                  |
| <b><u>FOOD SERVICES</u></b>              | <b><u>1,526,771.66</u></b> | <b><u>1,470,031.00</u></b> | <b><u>56,740.66</u></b>   |
| Salaries                                 | 1,249,267.09               | 1,189,938.00               | 59,329.09                 |
| Salary Allocations                       | (58,379.10)                | (58,379.00)                | (0.10)                    |
| Employee Benefits                        | 246,326.01                 | 272,347.00                 | (26,020.99)               |
| Café M                                   | 0.00                       | 0.00                       | 0.00                      |
| Computer Operation and Maint             | 0.00                       | 500.00                     | (500.00)                  |
| COVID                                    | 37,582.02                  | 0.00                       | 37,582.02                 |
| Depreciation                             | 16,674.04                  | 13,000.00                  | 3,674.04                  |
| Dietary Supplies                         | 11,624.11                  | 19,951.00                  | (8,326.89)                |
| Equipment - Operation and Replacement    | 8,404.50                   | 10,822.00                  | (2,417.50)                |
| Food Wrap & Disposable Items             | 12,460.12                  | 8,794.00                   | 3,666.12                  |
| Purchased Services - BM Staff Support    | 18,234.12                  | 20,174.00                  | (1,939.88)                |
| Recoveries                               | (3,798.48)                 | 0.00                       | (3,798.48)                |
| Replacement - Dishes/Cutlery             | 9,934.40                   | 9,884.00                   | 50.40                     |
| Surplus Adjustment - Depreciation        | (16,674.04)                | (13,000.00)                | (3,674.04)                |
| Vending - Net Proceeds                   | (4,883.13)                 | (4,000.00)                 | (883.13)                  |
| <b><u>HOUSEKEEPING SERVICES</u></b>      | <b><u>1,061,680.25</u></b> | <b><u>901,219.00</u></b>   | <b><u>160,461.25</u></b>  |
| Salaries                                 | 801,120.22                 | 695,924.00                 | 105,196.22                |
| Employee Benefits                        | 150,005.38                 | 147,295.00                 | 2,710.38                  |
| COVID                                    | 47,772.50                  | 0.00                       | 47,772.50                 |
| Depreciation                             | 2,805.63                   | 3,000.00                   | (194.37)                  |
| Equipment - Operation/Maint.             | 398.39                     | 1,750.00                   | (1,351.61)                |
| Equipment - Replacements                 | 0.00                       | 5,000.00                   | (5,000.00)                |
| Furniture - Replacements                 | 323.04                     | 0.00                       | 323.04                    |
| Housekeeping Supplies                    | 62,520.67                  | 50,000.00                  | 12,520.67                 |
| Other                                    | 0.00                       | 1,250.00                   | (1,250.00)                |
| Recoveries                               | (459.95)                   | 0.00                       | (459.95)                  |
| Surplus Adjustment - Depreciation        | (2,805.63)                 | (3,000.00)                 | 194.37                    |
| <b><u>LAUNDRY AND LINEN SERVICES</u></b> | <b><u>244,402.40</u></b>   | <b><u>299,707.00</u></b>   | <b><u>(55,304.60)</u></b> |
| Salaries                                 | 169,453.83                 | 204,866.00                 | (35,412.17)               |
| Employee Benefits                        | 29,718.69                  | 45,071.00                  | (15,352.31)               |
| COVID                                    | 5,005.81                   | 0.00                       | 5,005.81                  |
| Depreciation                             | 6,599.73                   | 1,500.00                   | 5,099.73                  |
| Education                                | 0.00                       | 0.00                       | 0.00                      |
| Equipment - Replacements                 | 2,395.03                   | 2,500.00                   | (104.97)                  |
| Equipment Operation/Maint.               | 1,114.87                   | 2,500.00                   | (1,385.13)                |
| Laundry Supplies                         | 17,537.03                  | 23,000.00                  | (5,462.97)                |
| Recoveries                               | (2,083.90)                 | 0.00                       | (2,083.90)                |
| Replacements                             | 21,261.04                  | 21,770.00                  | (508.96)                  |
| Surplus Adjustment - Depreciation        | (6,599.73)                 | (1,500.00)                 | (5,099.73)                |

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|--|----------------------------|----------------------------|--------------------------|
| <b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b> | <b><u>1,070,192.03</u></b> | <b><u>1,069,330.00</u></b> | <b><u>862.03</u></b>     |
| Salaries   | 250,458.00                 | 249,506.00                 | 952.00                   |
| Employee Benefits                                | 58,918.34                  | 72,105.00                  | (13,186.66)              |
| Computer Operation and Maint                     | 1,376.19                   | 900.00                     | 476.19                   |
| COVID  | 21,917.78                  | 0.00                       | 21,917.78                |
| Depreciation                                     | 743,727.38                 | 795,000.00                 | (51,272.62)              |
| Equipment - Operation/Maint.                     | 31.08                      | 0.00                       | 31.08                    |
| Equipment - Replacements                         | 44,774.77                  | 60,000.00                  | (15,225.23)              |
| Furniture - Replacements                         | 23,419.45                  | 40,380.00                  | (16,960.55)              |
| Hydro  | 196,709.98                 | 185,000.00                 | 11,709.98                |
| Insurance  | 75,702.65                  | 69,096.00                  | 6,606.65                 |
| IPAC minor capital                               | 0.00                       | 0.00                       | 0.00                     |
| Natural Gas                                      | 71,978.10                  | 70,000.00                  | 1,978.10                 |
| Purchased Services                               | 257,920.87                 | 215,790.00                 | 42,130.87                |
| Recoveries                                       | (14,693.18)                | (3,900.00)                 | (10,793.18)              |
| Repairs/Maint./Bldgs./Grounds                    | 64,872.01                  | 87,953.00                  | (23,080.99)              |
| Replacements/Capital                             | 0.00                       | 0.00                       | 0.00                     |
| Resident - Cable System                          | 22,572.44                  | 20,000.00                  | 2,572.44                 |
| Resident - Cable/Phone Recoveries                | (61,587.35)                | (50,000.00)                | (11,587.35)              |
| Surplus Adjustment - Depreciation                | (743,727.38)               | (795,000.00)               | 51,272.62                |
| Water / Wastewater                               | 55,820.90                  | 52,500.00                  | 3,320.90                 |
| <br>   |                            |                            |                          |
| <b><u>GENERAL AND ADMINISTRATIVE</u></b>         | <b><u>1,572,897.45</u></b> | <b><u>1,153,750.00</u></b> | <b><u>419,147.45</u></b> |
| Salaries   | 698,407.23                 | 396,214.00                 | 302,193.23               |
| Salary Allocations                               | 0.00                       | 0.00                       | 0.00                     |
| Employee Benefits                                | 157,804.24                 | 130,943.00                 | 26,861.24                |
| Accreditation                                    | 0.00                       | 5,971.00                   | (5,971.00)               |
| Admin Charges                                    | 128,333.00                 | 128,333.00                 | 0.00                     |
| Advertising/Awards                               | 15,656.59                  | 20,000.00                  | (4,343.41)               |
| Audit  | 8,229.41                   | 9,346.00                   | (1,116.59)               |
| Computer Operation and Maint                     | 39,346.17                  | 46,448.00                  | (7,101.83)               |
| Conventions                                      | 719.00                     | 3,000.00                   | (2,281.00)               |
| COVID  | 14,897.95                  | 0.00                       | 14,897.95                |
| Depreciation                                     | 27,482.70                  | 24,000.00                  | 3,482.70                 |
| Equipment - Maintenance                          | 5,473.54                   | 10,392.00                  | (4,918.46)               |
| Health & Safety Program                          | 630.26                     | 1,000.00                   | (369.74)                 |
| HR Charges                                       | 100,623.00                 | 101,623.00                 | (1,000.00)               |
| Insurance  | 64,587.58                  | 62,648.00                  | 1,939.58                 |
| Insurance Claim Costs                            | 0.00                       | 0.00                       | 0.00                     |
| IT Charges                                       | 68,440.00                  | 68,440.00                  | 0.00                     |
| Legal & Labour Contract Costs                    | 242,765.35                 | 50,000.00                  | 192,765.35               |
| Loss (gain) of disposal of assets                | 4,086.37                   | 0.00                       | 4,086.37                 |
| Memberships / Subscriptions                      | 16,746.09                  | 16,770.00                  | (23.91)                  |
| Postage  | 6,565.57                   | 6,500.00                   | 65.57                    |
| Printing & Stationery                            | 19,831.72                  | 16,908.00                  | 2,923.72                 |
| Purchased Services - From BM                     | 7,201.92                   | 31,898.00                  | (24,696.08)              |
| Recoveries - Other                               | (72,924.81)                | (45,857.00)                | (27,067.81)              |
| Recruiting                                       | 0.00                       | 0.00                       | 0.00                     |
| Staff Training                                   | 5,345.04                   | 63,426.00                  | (58,080.96)              |
| Surplus Adjustment - Depreciation                | (27,482.70)                | (24,000.00)                | (3,482.70)               |
| Surplus Adjustment - Disposal of Assets          | 0.00                       | 0.00                       | 0.00                     |
| Telephone  | 18,585.55                  | 12,247.00                  | 6,338.55                 |
| Travel   | 5,111.68                   | 1,000.00                   | 4,111.68                 |
| Uniform Allowance                                | 16,435.00                  | 16,500.00                  | (65.00)                  |

**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|   | <u>YTD ACTUAL</u>           | <u>YTD BUDGET</u>           | <u>VARIANCE</u>            |
|---|-----------------------------|-----------------------------|----------------------------|
| <b>MIRAMICHI LODGE TOTALS</b>             | <b><u>16,965,969.58</u></b> | <b><u>16,030,126.00</u></b> | <b><u>935,843.58</u></b>   |
| <b>RESIDENT DAYS</b>                      | <b>56,137.00</b>            | <b>60,590.00</b>            | <b>(4,453.00)</b>          |
| <b><u>NON-SUBSIDIZABLE EXPENSE</u></b>    | <b><u>720,070.70</u></b>    | <b><u>727,424.00</u></b>    | <b><u>(7,353.30)</u></b>   |
| Debenture Payment - Interest Only         | 81,725.43                   | 89,079.00                   | (7,353.57)                 |
| Surplus Adjustment - Debenture Principal  | 537,731.27                  | 537,731.00                  | 0.27                       |
| Surplus Adjustment - Transfer to Reserves | 100,614.00                  | 100,614.00                  | 0.00                       |
| Transfer to Bonnechere Manor              | 0.00                        | 0.00                        | 0.00                       |
| <b><u>SURPLUS ADJUSTMENT</u></b>          | <b><u>846,339.05</u></b>    | <b><u>585,760.00</u></b>    | <b><u>260,579.05</u></b>   |
| Surplus Adjustment - Capital Purchases    | 846,339.05                  | 585,760.00                  | 260,579.05                 |
| <b>GRAND TOTAL EXPENDITURE</b>            | <b><u>18,532,379.33</u></b> | <b><u>17,343,310.00</u></b> | <b><u>1,189,069.33</u></b> |

**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

**over / (under)**

|  | <u><b>YTD ACTUAL</b></u>        | <u><b>YTD BUDGET</b></u>        | <u><b>VARIANCE</b></u>         |
|--|---------------------------------|---------------------------------|--------------------------------|
| <b><u>MUNICIPAL SUBSIDY</u></b>                              | <b><u>1,843,213.00</u></b>      | <b><u>1,843,213.00</u></b>      | <b><u>0.00</u></b>             |
| City of Pembroke -30.63%                                     | 608,260.00                      | 608,260.00                      | 0.00                           |
| County of Renfrew - 69.37%                                   | 1,234,953.00                    | 1,234,953.00                    | 0.00                           |
| <br><b><u>RESIDENTS REVENUE</u></b>                          | <br><b><u>3,902,404.80</u></b>  | <br><b><u>4,061,689.00</u></b>  | <br><b><u>(159,284.20)</u></b> |
| Bad Debt (Expense) / Recovery                                | (14,650.10)                     | 0.00                            | (14,650.10)                    |
| Basic Accommodation  | 3,113,983.60                    | 3,267,976.00                    | (153,992.40)                   |
| Bed retention  | 0.00                            | 0.00                            | 0.00                           |
| Estate Recoveries - Municipal                                | 0.00                            | 0.00                            | 0.00                           |
| Estate Recoveries - Provincial                               | 0.00                            | 0.00                            | 0.00                           |
| Preferred Accommodation                                      | 723,567.78                      | 790,000.00                      | (66,432.22)                    |
| Preferred Accommodation - HIN Claims                         | 29,859.52                       | 0.00                            | 29,859.52                      |
| Preferred Accommodation - Prov COVID Reimbursement           | 49,644.00                       | 0.00                            | 49,644.00                      |
| Respite Care   | 0.00                            | 3,713.00                        | (3,713.00)                     |
| <br><b><u>OTHER REVENUE</u></b>                              | <br><b><u>103,403.71</u></b>    | <br><b><u>30,000.00</u></b>     | <br><b><u>73,403.71</u></b>    |
| Donations  | 0.00                            | 0.00                            | 0.00                           |
| Donations In Kind  | 0.00                            | 0.00                            | 0.00                           |
| Interest Income  | 103,403.71                      | 30,000.00                       | 73,403.71                      |
| <br><b><u>GRANTS &amp; SUBSIDIES</u></b>                     | <br><b><u>11,988,268.44</u></b> | <br><b><u>10,822,648.00</u></b> | <br><b><u>1,165,620.44</u></b> |
| Prov Revenue - 4hrs care - Nursing Staff Suppliment          | 167,126.35                      | 1,195,469.00                    | (1,028,342.65)                 |
| Prov Revenue - 4hrs care - Staff Supp Allied Health          | 179,003.35                      | 225,230.00                      | (46,226.65)                    |
| Prov Revenue - Clinical Decision Making                      | 0.00                            | 0.00                            | 0.00                           |
| Prov Revenue - COVID - Incremental costs                     | 1,281,005.68                    | 0.00                            | 1,281,005.68                   |
| Prov Revenue - COVID - Lost Rev Advance                      | 121,947.00                      | 0.00                            | 121,947.00                     |
| Prov Revenue - COVID - PSW Wage Enhancement                  | 443,874.32                      | 0.00                            | 443,874.32                     |
| Prov Revenue - COVID - RN RPN retention payment              | 185,070.09                      | 0.00                            | 185,070.09                     |
| Prov Revenue - Debenture Subsidy                             | 627,096.00                      | 627,107.00                      | (11.00)                        |
| Prov Revenue - ICIP  | 0.00                            | 0.00                            | 0.00                           |
| Prov Revenue - Medication Safety                             | 8,892.23                        | 0.00                            | 8,892.23                       |
| Prov Revenue - Operating Subsidy - Accreditation             | 21,816.00                       | 21,812.00                       | 4.00                           |
| Prov Revenue - Operating Subsidy - Equalization              | 174,492.00                      | 175,711.00                      | (1,219.00)                     |
| Prov Revenue - Operating Subsidy - Global LOC                | 445,479.00                      | 561,669.00                      | (116,190.00)                   |
| Prov Revenue - Operating Subsidy - HIN NPC                   | 39,834.00                       | 39,384.00                       | 450.00                         |
| Prov Revenue - Operating Subsidy - Nursing & Personal Care   | 6,258,772.37                    | 6,220,094.00                    | 38,678.37                      |
| Prov Revenue - Operating Subsidy - Other Accomodation        | 128,395.00                      | 134,759.00                      | (6,364.00)                     |
| Prov Revenue - Operating Subsidy - Pay Equity                | 22,560.00                       | 22,560.00                       | 0.00                           |
| Prov Revenue - Operating Subsidy - Program & Support Service | 738,877.00                      | 730,715.00                      | 8,162.00                       |
| Prov Revenue - Operating Subsidy - PSW / Behavioural Support | 44,040.00                       | 44,040.00                       | 0.00                           |
| Prov Revenue - Operating Subsidy - RAI/MDS                   | 88,006.00                       | 86,644.00                       | 1,362.00                       |
| Prov Revenue - Operating Subsidy - Raw Food                  | 644,363.00                      | 578,029.00                      | 66,334.00                      |
| Prov Revenue - Operating Subsidy - RN                        | 106,008.00                      | 106,000.00                      | 8.00                           |
| Prov Revenue - Support Prof Growth                           | 5,345.04                        | 53,425.00                       | (48,079.96)                    |
| Prov Revenue - Muncipal Modernization                        | 25,062.27                       | 0.00                            | 25,062.27                      |
| Prov Revenue - Co-Payment Waiver                             | 55,123.00                       | 0.00                            | 55,123.00                      |
| Provincial Revenue - IPAC                                    | 176,080.74                      | 0.00                            | 176,080.74                     |
| <br><b><u>SURPLUS ADJUSTMENT</u></b>                         | <br><b><u>207,178.20</u></b>    | <br><b><u>585,760.00</u></b>    | <br><b><u>(378,581.80)</u></b> |
| Surplus Adjustment - Trf from Reserves                       | 207,178.20                      | 585,760.00                      | (378,581.80)                   |
| <br><b>GRAND TOTAL REVENUES</b>                              | <b>18,044,468.15</b>            | <b>17,343,310.00</b>            | <b>701,158.15</b>              |
| <br><b>Municipal Surplus / (Deficit)</b>                     | <b>(487,911.18)</b>             | <b>0.00</b>                     | <b>(487,911.18)</b>            |

**COUNTY OF RENFREW  
TREASURER'S REPORT - MIRAMICHI LODGE**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|                                | <u>YTD ACTUAL</u>  | <u>YTD BUDGET</u>   | <u>VARIANCE</u>   |
|--------------------------------|--------------------|---------------------|-------------------|
| less: Depreciation             | (843,692.63)       | (881,292.00)        | 37,599.37         |
| add: Transfer to Reserves      | 100,614.00         | 100,614.00          | 0.00              |
| less: Transfer from Reserves   | (207,178.20)       | (585,760.00)        | 378,581.80        |
| less: Disposal of Assets       | 0.00               | 0.00                | 0.00              |
| add: Capital Purchases         | 846,339.05         | 585,760.00          | 260,579.05        |
| add: Debenture Principal       | 537,731.27         | 552,938.00          | (15,206.73)       |
| <b>ADJ Surplus / (Deficit)</b> | <b>(54,097.69)</b> | <b>(227,740.00)</b> | <b>173,642.31</b> |

**Miramichi Lodge**  
**Balance Sheet**  
**Dec 2022**

|  | 2022                   | 2021                   |
|--|------------------------|------------------------|
| PETTY CASH                             | 2,600.00               | 2,600.00               |
| BANK ACCOUNT                           | 4,007,389.79           | 4,473,345.70           |
| CERTIFICATES OF DEPOSIT                | 0.00                   | 0.00                   |
| RECEIVABLES                            | 52,376.97              | 30,186.99              |
| DUE TO/FROM                            | (1,880,134.73)         | (1,800,717.61)         |
| PREPAID EXPENSES                       | 18,446.00              | 17,314.00              |
| INVENTORY                              | 33,106.70              | 41,122.00              |
| LAND                                   | 433,427.00             | 433,427.00             |
| LAND IMPROVEMENT                       | 630,909.10             | 630,909.10             |
| BUILDING                               | 32,404,709.30          | 32,033,401.60          |
| MACHINERY & EQUIPMENT                  | 3,011,859.46           | 2,855,252.81           |
| CAPITAL WORK IN PROGRESS               | 0.00                   | 0.00                   |
| ROOFING SYSTEM                         | 401,258.00             | 401,258.00             |
| WORK IN PROGRESS                       | 50,095.74              | 10,684.80              |
| CLEARING - FIXED ASSET CLEARING        | 117,689.60             | 0.00                   |
| ACCUMULATED DEPRECIATION               | (13,943,984.66)        | (13,257,529.82)        |
| OTHER ASSETS                           | 0.00                   | 0.00                   |
| <b>ASSETS</b>                          | <b>25,339,748.27</b>   | <b>25,871,254.57</b>   |
| ACCOUNTS PAYABLE & ACCRUED LIABILITIES | (1,276,295.66)         | (1,179,648.65)         |
| ACCRUED SICK LEAVE LIABILITY           | (330,948.65)           | (371,700.00)           |
| ACCRUED WSIB LIABILITY                 | (367,393.00)           | (355,613.00)           |
| LONG TERM DEBT                         | (1,169,764.17)         | (1,707,495.44)         |
| ACCRUED INTEREST ON LTD                | (15,995.00)            | (23,348.00)            |
| A/P - DONATIONS                        | 0.00                   | 0.00                   |
| SURPLUS - CURRENT YEAR                 | 54,097.69              | 189,868.45             |
| SURPLUS - ACCUMULATED                  | (22,233,449.48)        | (22,423,317.93)        |
| <b>LIABILITIES AND NET ASSETS</b>      | <b>(25,339,748.27)</b> | <b>(25,871,254.57)</b> |

**Accumulated Surplus  
as at Dec 31, 2021**

| <b>ML - Accumulated Surplus</b> | <b>Opening</b>        | <b>Increase</b>    | <b>Decrease</b>     | <b>Net Change</b>   | <b>Allocation</b> | <b>Reserves</b> | <b>Closing</b>        |
|---------------------------------|-----------------------|--------------------|---------------------|---------------------|-------------------|-----------------|-----------------------|
| Fixed Assets                    | 36,354,248.51         | 689,238.51         | (161,324.16)        | 527,914.35          |                   |                 | 36,882,162.86         |
| Accumulated Depreciation        | (13,257,529.82)       | (843,692.63)       | 157,237.79          | (686,454.84)        |                   |                 | (13,943,984.66)       |
| Work In Process-Construction    | 10,684.80             | 157,100.54         |                     | 157,100.54          |                   |                 | 167,785.34            |
|                                 | <b>23,107,403.49</b>  | <b>2,646.42</b>    | <b>(4,086.37)</b>   | <b>(1,439.95)</b>   |                   |                 | <b>23,105,963.54</b>  |
| Long Term Debt                  | (1,707,495.44)        |                    | 537,731.27          | 537,731.27          |                   |                 | (1,169,764.17)        |
| Sick Leave Liability            | (371,700.00)          |                    | 40,751.35           | 40,751.35           |                   |                 | (330,948.65)          |
| WSIB Liability                  | (355,613.00)          | (11,780.00)        |                     | (11,780.00)         |                   |                 | (367,393.00)          |
|                                 | <b>(2,434,808.44)</b> | <b>(11,780.00)</b> | <b>578,482.62</b>   | <b>566,702.62</b>   |                   |                 | <b>(1,868,105.82)</b> |
| Inventory Reserve               | 0.00                  |                    |                     | 0.00                |                   |                 | 0.00                  |
| Sick Leave Reserve              | 186,402.00            |                    |                     | 0.00                |                   |                 | 186,402.00            |
| Contingency Reserve             | 0.00                  |                    |                     | 0.00                |                   |                 | 0.00                  |
| Equipment Reserve               | 38,781.95             |                    |                     | 0.00                |                   |                 | 38,781.95             |
| Butterfly                       | 159,419.00            |                    |                     | 0.00                |                   |                 | 159,419.00            |
| LTC- CMI Stabilization reserve  | 0.00                  | 100,614.00         |                     | 100,614.00          |                   |                 | 100,614.00            |
| Unallocated                     | 947,809.48            |                    | (207,178.20)        | (207,178.20)        | (512,796.16)      |                 | 227,835.12            |
| WSIB Reserve                    | 228,442.00            |                    |                     | 0.00                |                   |                 | 228,442.00            |
|                                 | <b>1,560,854.43</b>   | <b>100,614.00</b>  | <b>(207,178.20)</b> | <b>(106,564.20)</b> |                   |                 | <b>941,494.07</b>     |
| <b>Unallocated Surplus</b>      | <b>0.00</b>           |                    |                     | (512,796.16)        | 512,796.16        |                 | <b>0.00</b>           |
| <b>Totals</b>                   | <b>22,233,449.48</b>  | <b>91,480.42</b>   | <b>367,218.05</b>   | <b>(54,097.69)</b>  | <b>0.00</b>       | <b>0.00</b>     | <b>22,179,351.79</b>  |

|  |                     |
|--|---------------------|
| INCOME STATEMENT MUNICIPAL SURPLUS         | <b>(487,911.18)</b> |
| DIFF TO UNALLOCATED SURPLUS                | (24,884.98)         |
| ASSETS DISPOSED - THROUGH INC STMT ALREADY | (4,086.37)          |
| LIABILITY CHANGE THROUGH INC STMT ALREADY  | 28,971.35           |
| CHANGE IN MUNICIPAL SURPLUS EXPLAINED      | <u>24,884.98</u>    |



**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR**

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over / (under)

|  | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>           | <u>VARIANCE</u>            |
|--|----------------------------|-----------------------------|----------------------------|
| <b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>       | <b><u>900,955.83</u></b>   | <b><u>1,121,944.00</u></b>  | <b><u>(220,988.17)</u></b> |
| Salaries   | 704,450.36                 | 865,872.00                  | (161,421.64)               |
| Salary Allocations                                 | 30,860.43                  | 63,520.00                   | (32,659.57)                |
| Employee Benefits                                  | 137,307.26                 | 166,638.00                  | (29,330.74)                |
| Computers Operation and Maintenance                | 6,790.22                   | 5,302.00                    | 1,488.22                   |
| COVID  | 635.11                     | 0.00                        | 635.11                     |
| Depreciation                                       | 2,291.94                   | 1,623.00                    | 668.94                     |
| Equipment - Replacements                           | 1,510.59                   | 4,000.00                    | (2,489.41)                 |
| Equipment Operation/Maint.                         | 0.00                       | 670.00                      | (670.00)                   |
| Hobby Crafts                                       | 356.57                     | 500.00                      | (143.43)                   |
| Office Supplies / Other                            | 80.93                      | 0.00                        | 80.93                      |
| Purchased Services                                 | 5,147.21                   | 5,400.00                    | (252.79)                   |
| Recoveries   | (706.00)                   | (9,950.00)                  | 9,244.00                   |
| Recreation & Entertainment                         | 9,106.35                   | 8,912.00                    | 194.35                     |
| Special Events                                     | 5,416.80                   | 11,080.00                   | (5,663.20)                 |
| Staff Education                                    | 0.00                       | 0.00                        | 0.00                       |
| Surplus Adjustment - Depreciation                  | (2,291.94)                 | (1,623.00)                  | (668.94)                   |
| <b><u>NURSING SERVICES</u></b>                     | <b><u>9,947,932.37</u></b> | <b><u>10,123,703.00</u></b> | <b><u>(175,770.63)</u></b> |
| Salaries - Admin                                   | 511,233.18                 | 511,021.00                  | 212.18                     |
| Benefits - Admin                                   | 148,217.21                 | 133,779.00                  | 14,438.21                  |
| Salaries - Direct                                  | 6,471,272.25               | 7,700,279.00                | (1,229,006.75)             |
| Benefits - Direct                                  | 1,448,682.99               | 1,361,793.00                | 86,889.99                  |
| Clinical Decision Support                          | 0.00                       | 0.00                        | 0.00                       |
| Computer Operation & Maintenance                   | 25,983.59                  | 29,295.00                   | (3,311.41)                 |
| COVID  | 461,727.92                 | 0.00                        | 461,727.92                 |
| Depreciation                                       | 42,188.85                  | 39,500.00                   | 2,688.85                   |
| Equipment- Replacement                             | 67.16                      | 11,600.00                   | (11,532.84)                |
| Equipment-Repairs & Maintenance                    | 1,918.63                   | 4,388.00                    | (2,469.37)                 |
| Fall Prevention                                    | 19,746.47                  | 18,000.00                   | 1,746.47                   |
| Fall Prevention - Provincial Subsidy               | (19,746.47)                | (18,000.00)                 | (1,746.47)                 |
| Furniture Replacements                             | 0.00                       | 0.00                        | 0.00                       |
| High Intensity Needs                               | 120,415.98                 | 40,000.00                   | 80,415.98                  |
| High Intensity Needs - Prov Subsidy                | (114,395.00)               | (38,000.00)                 | (76,395.00)                |
| High Intensity Needs-Non Claims Based              | 16,748.87                  | 42,822.00                   | (26,073.13)                |
| Incontinent Supplies - (Funded at \$1.20 per diem) | 118,807.28                 | 90,000.00                   | 28,807.28                  |
| IPAC Expenses                                      | 46,225.53                  | 0.00                        | 46,225.53                  |
| IPAC minor capital                                 | 4,765.00                   | 0.00                        | 4,765.00                   |
| Lab Fees   | 8,020.00                   | 8,000.00                    | 20.00                      |
| Lab Fees - Provincial Subsidy                      | (8,020.00)                 | (8,000.00)                  | (20.00)                    |
| Medical Director - Funded (0.30 / day)             | 19,710.00                  | 19,710.00                   | 0.00                       |
| Medical Supplies & Medication                      | 29,953.82                  | 96,493.00                   | (66,539.18)                |
| Medication Safety Technology                       | 0.00                       | 0.00                        | 0.00                       |
| Memberships  | 0.00                       | 0.00                        | 0.00                       |
| Miscellaneous                                      | 96.85                      | 1,600.00                    | (1,503.15)                 |
| Nurse Practitioner Expenses                        | 32,003.67                  | 24,494.00                   | 7,509.67                   |
| Phys-On-Call - Funded Expenses (\$100 / bed)       | 18,919.65                  | 17,100.00                   | 1,819.65                   |
| Phys-On-Call - Prov Subsidy (\$100 / bed)          | (18,919.65)                | (17,100.00)                 | (1,819.65)                 |
| Phys-On-Call - Un-Funded Expenses                  | 0.00                       | 0.00                        | 0.00                       |
| Purchased Services                                 | 612,916.98                 | 4,000.00                    | 608,916.98                 |
| RAI / MDS - Expenses                               | 40,720.75                  | 90,429.00                   | (49,708.25)                |
| RAI / MDS - Prov Subsidy                           | 0.00                       | 0.00                        | 0.00                       |
| Recoveries - Other                                 | (49,140.29)                | 0.00                        | (49,140.29)                |
| Staff Education                                    | 0.00                       | 0.00                        | 0.00                       |
| Surplus Adjustment - Depreciation                  | (42,188.85)                | (39,500.00)                 | (2,688.85)                 |

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR  
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|  | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>          | <u>VARIANCE</u>          |
|--|----------------------------|----------------------------|--------------------------|
| <b><u>RAW FOOD</u></b>                   | <b><u>724,251.64</u></b>   | <b><u>626,778.00</u></b>   | <b><u>97,473.64</u></b>  |
| Bread                                    | 17,876.53                  | 13,658.00                  | 4,218.53                 |
| Dairy                                    | 96,554.42                  | 90,521.00                  | 6,033.42                 |
| Groceries & Vegetables                   | 410,924.88                 | 360,788.00                 | 50,136.88                |
| Meat                                     | 182,860.13                 | 158,331.00                 | 24,529.13                |
| Nutrition Supplements                    | 24,029.81                  | 25,405.00                  | (1,375.19)               |
| Raw Food Recoveries                      | (7,994.13)                 | (21,925.00)                | 13,930.87                |
| <b><u>FOOD SERVICES</u></b>              | <b><u>1,694,202.60</u></b> | <b><u>1,514,680.00</u></b> | <b><u>179,522.60</u></b> |
| Salaries                                 | 1,347,407.08               | 1,255,742.00               | 91,665.08                |
| Salary Allocations                       | (63,520.08)                | (63,520.00)                | (0.08)                   |
| Employee Benefits                        | 308,581.18                 | 274,862.00                 | 33,719.18                |
| Computers - Operation & Maintenance      | 2,037.55                   | 2,160.00                   | (122.45)                 |
| COVID                                    | 48,587.49                  | 0.00                       | 48,587.49                |
| Depreciation                             | 15,582.77                  | 14,000.00                  | 1,582.77                 |
| Dietary Supplies                         | 55,957.91                  | 66,250.00                  | (10,292.09)              |
| Equipment - Operation/Maint.             | 11,909.52                  | 6,880.00                   | 5,029.52                 |
| Equipment - Replacements                 | 3,631.51                   | 4,500.00                   | (868.49)                 |
| Other Expenses                           | 2,008.99                   | 1,750.00                   | 258.99                   |
| Purchased Services                       | 3,142.48                   | 600.00                     | 2,542.48                 |
| Recoveries                               | (36,134.85)                | (41,677.00)                | 5,542.15                 |
| Replacement - Dishes/Cutlery             | 8,947.88                   | 9,633.00                   | (685.12)                 |
| Surplus Adjustment - Depreciation        | (15,582.77)                | (14,000.00)                | (1,582.77)               |
| Vending – Net Proceeds                   | 1,645.94                   | (2,500.00)                 | 4,145.94                 |
| <b><u>HOUSEKEEPING SERVICES</u></b>      | <b><u>960,529.83</u></b>   | <b><u>955,771.00</u></b>   | <b><u>4,758.83</u></b>   |
| Salaries                                 | 728,413.75                 | 730,944.00                 | (2,530.25)               |
| Employee Benefits                        | 164,973.30                 | 147,379.00                 | 17,594.30                |
| COVID                                    | 4,650.31                   | 0.00                       | 4,650.31                 |
| Depreciation                             | 2,216.66                   | 2,223.00                   | (6.34)                   |
| Equipment - Operation/Maint.             | 2,611.85                   | 2,500.00                   | 111.85                   |
| Equipment - Replacements                 | 148.72                     | 2,100.00                   | (1,951.28)               |
| Housekeeping Supplies                    | 75,187.92                  | 81,860.00                  | (6,672.08)               |
| Recoveries                               | (15,456.02)                | (9,012.00)                 | (6,444.02)               |
| Surplus Adjustment - Depreciation        | (2,216.66)                 | (2,223.00)                 | 6.34                     |
| <b><u>LAUNDRY AND LINEN SERVICES</u></b> | <b><u>439,153.44</u></b>   | <b><u>428,314.00</u></b>   | <b><u>10,839.44</u></b>  |
| Salaries                                 | 304,310.42                 | 303,235.00                 | 1,075.42                 |
| Employee Benefits                        | 79,764.69                  | 73,712.00                  | 6,052.69                 |
| COVID                                    | 0.00                       | 0.00                       | 0.00                     |
| Depreciation                             | 7,429.40                   | 7,300.00                   | 129.40                   |
| Equipment Operation/Maint.               | 16,842.74                  | 13,800.00                  | 3,042.74                 |
| Laundry Supplies                         | 24,659.15                  | 21,939.00                  | 2,720.15                 |
| Recoveries                               | (3,471.24)                 | (3,486.00)                 | 14.76                    |
| Replacements                             | 17,047.68                  | 19,114.00                  | (2,066.32)               |
| Surplus Adjustment - Depreciation        | (7,429.40)                 | (7,300.00)                 | (129.40)                 |

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|  | <u>YTD ACTUAL</u>           | <u>YTD BUDGET</u>           | <u>VARIANCE</u>           |
|--|-----------------------------|-----------------------------|---------------------------|
| <b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b> | <b><u>1,191,484.20</u></b>  | <b><u>1,179,139.00</u></b>  | <b><u>12,345.20</u></b>   |
| Salaries   | 307,180.00                  | 338,021.00                  | (30,841.00)               |
| Employee Benefits                                | 80,695.10                   | 87,892.00                   | (7,196.90)                |
| Computers - Operation & Maintenance              | 1,886.06                    | 2,900.00                    | (1,013.94)                |
| Depreciation                                     | 542,194.92                  | 550,000.00                  | (7,805.08)                |
| Capital Below Threshold                          | 2,330.16                    | 0.00                        | 2,330.16                  |
| COVID  | 26,687.51                   | 0.00                        | 26,687.51                 |
| Equipment - Operation/Maint.                     | 6,174.81                    | 0.00                        | 6,174.81                  |
| Equipment - Replacements                         | 25,190.52                   | 37,600.00                   | (12,409.48)               |
| Furniture - Replacements                         | 1,904.91                    | 40,064.00                   | (38,159.09)               |
| Natural Gas                                      | 111,346.49                  | 105,000.00                  | 6,346.49                  |
| Hydro  | 201,872.66                  | 185,000.00                  | 16,872.66                 |
| Insurance  | 69,658.61                   | 62,652.00                   | 7,006.61                  |
| Cell/Pager                                       | 0.00                        | 0.00                        | 0.00                      |
| Purchased Services                               | 240,113.84                  | 191,933.00                  | 48,180.84                 |
| Resident - Telephone System                      | 28,802.62                   | 32,000.00                   | (3,197.38)                |
| Resident - Telephone System Recovery             | (74,866.93)                 | (64,710.00)                 | (10,156.93)               |
| Recoveries                                       | (31,519.07)                 | (31,345.00)                 | (174.07)                  |
| IPAC Minor Capital                               | 33,009.97                   | 0.00                        | 33,009.97                 |
| Repairs/Maint./Bldgs./Grounds                    | 45,781.98                   | 65,460.00                   | (19,678.02)               |
| Surplus Adjustment - Depreciation                | (542,194.92)                | (550,000.00)                | 7,805.08                  |
| Travel   | 226.94                      | 0.00                        | 226.94                    |
| Water / Wastewater                               | 115,008.02                  | 126,672.00                  | (11,663.98)               |
| <b><u>GENERAL AND ADMINISTRATIVE</u></b>         | <b><u>1,382,835.68</u></b>  | <b><u>1,319,642.00</u></b>  | <b><u>63,193.68</u></b>   |
| Salaries   | 620,675.69                  | 502,077.00                  | 118,598.69                |
| Salary Allocations                               | (27,912.04)                 | (27,912.00)                 | (0.04)                    |
| Employee Benefits                                | 164,734.43                  | 147,625.00                  | 17,109.43                 |
| Accreditation                                    | 5,839.72                    | 5,971.00                    | (131.28)                  |
| Admin Charges                                    | 128,528.00                  | 128,528.00                  | 0.00                      |
| Advertising/Awards Dinner                        | 32,557.73                   | 30,000.00                   | 2,557.73                  |
| Audit  | 8,229.41                    | 9,346.00                    | (1,116.59)                |
| Computer/Internet Expenses                       | 64,904.63                   | 68,005.00                   | (3,100.37)                |
| Conventions                                      | 2,270.34                    | 3,000.00                    | (729.66)                  |
| COVID  | 38,556.39                   | 0.00                        | 38,556.39                 |
| Depreciation                                     | 15,832.05                   | 14,000.00                   | 1,832.05                  |
| Equipment - Operation/Maint.                     | 12,739.36                   | 8,549.00                    | 4,190.36                  |
| Equipment - Replacements                         | 0.00                        | 400.00                      | (400.00)                  |
| Gain / Loss from the Sale of an Asset            | 4,527.60                    | 0.00                        | 4,527.60                  |
| Health & Safety Program                          | 146.55                      | 1,100.00                    | (953.45)                  |
| HR Charges                                       | 101,767.00                  | 101,767.00                  | 0.00                      |
| Insurance  | 62,988.53                   | 62,000.00                   | 988.53                    |
| IT Charges                                       | 68,440.00                   | 68,440.00                   | 0.00                      |
| Legal & Labour Contract Costs                    | 19,028.63                   | 46,496.00                   | (27,467.37)               |
| Memberships                                      | 1,932.72                    | 17,885.00                   | (15,952.28)               |
| Postage / Courier                                | 3,851.80                    | 5,374.00                    | (1,522.20)                |
| Printing & Stationery                            | 18,089.21                   | 18,800.00                   | (710.79)                  |
| Purchased Services                               | 52,758.28                   | 40,857.00                   | 11,901.28                 |
| Recoveries                                       | (50,431.89)                 | (31,898.00)                 | (18,533.89)               |
| Staff Training                                   | 15,053.11                   | 67,932.00                   | (52,878.89)               |
| Surplus Adjustment - Depreciation                | (15,832.05)                 | (14,000.00)                 | (1,832.05)                |
| Surplus Adjustment - Transfer to Reserves        | 0.00                        | 0.00                        | 0.00                      |
| Telephone  | 15,468.43                   | 15,300.00                   | 168.43                    |
| Travel   | 2,257.05                    | 10,000.00                   | (7,742.95)                |
| Uniform Allowance                                | 15,835.00                   | 20,000.00                   | (4,165.00)                |
| <b>BONNECHERE MANOR TOTALS</b>                   | <b><u>17,241,345.59</u></b> | <b><u>17,269,971.00</u></b> | <b><u>(28,625.41)</u></b> |

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|  | <u>YTD ACTUAL</u>          | <u>YTD BUDGET</u>        | <u>VARIANCE</u>            |
|--|----------------------------|--------------------------|----------------------------|
| <b>RESIDENT DAYS</b>                       | <b>62,147</b>              | <b>65,700</b>            | <b>(3,553)</b>             |
| <b><u>NON-SUBSIDIZABLE EXPENSE</u></b>     | <b><u>49,024.00</u></b>    | <b><u>49,024.00</u></b>  | <b><u>0.00</u></b>         |
| Temporary Loan and Interest- Solar Project | 0.00                       | 0.00                     | 0.00                       |
| Surplus Adjustment - Transfer to Reserve   | 49,024.00                  | 49,024.00                | 0.00                       |
| <b>SURPLUS ADJUSTMENT</b>                  | <b><u>1,616,006.39</u></b> | <b><u>386,800.00</u></b> | <b><u>1,229,206.39</u></b> |
| Surplus Adjustment - Capital Purchases     | 1,616,006.39               | 386,800.00               | 1,229,206.39               |
| <b>TOTAL EXPENDITURE</b>                   | <b>18,906,375.98</b>       | <b>17,705,795.00</b>     | <b>1,200,580.98</b>        |

**COUNTY OF RENFREW**  
**TREASURER'S REPORT - BONNECHERE MANOR**  
**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|   | <u>YTD ACTUAL</u>               | <u>YTD BUDGET</u>               | <u>VARIANCE</u>                |
|---|---------------------------------|---------------------------------|--------------------------------|
| <b><u>MUNICIPAL SUBSIDY</u></b>                               | <b><u>2,201,934.96</u></b>      | <b><u>2,201,935.00</u></b>      | <b><u>(0.04)</u></b>           |
| City of Pembroke -30.63%                                      | 726,639.00                      | 726,639.00                      | 0.00                           |
| County of Renfrew - 69.37%                                    | 1,475,295.96                    | 1,475,296.00                    | (0.04)                         |
| <br><b><u>RESIDENTS REVENUE</u></b>                           | <br><b><u>4,096,996.42</u></b>  | <br><b><u>4,036,813.00</u></b>  | <br><b><u>60,183.42</u></b>    |
| Bad Debts   | (12,719.70)                     | 0.00                            | (12,719.70)                    |
| Basic Accommodation   | 3,539,996.12                    | 3,550,000.00                    | (10,003.88)                    |
| Bed retention   | 0.00                            | 0.00                            | 0.00                           |
| Estate Recoveries - Municipal                                 | 0.00                            | 0.00                            | 0.00                           |
| Estate Recoveries - Provincial                                | 0.00                            | 0.00                            | 0.00                           |
| Preferred Accommodation                                       | 458,106.02                      | 486,813.00                      | (28,706.98)                    |
| Preferred Accommodation - HIN Claims                          | 111,613.98                      | 0.00                            | 111,613.98                     |
| Preferred Accommodation - Prov COVID Reimbursement            | 0.00                            | 0.00                            | 0.00                           |
| Respite Care  | 0.00                            | 0.00                            | 0.00                           |
| <br><b><u>OTHER REVENUE</u></b>                               | <br><b><u>303,115.27</u></b>    | <br><b><u>188,767.00</u></b>    | <br><b><u>114,348.27</u></b>   |
| Donations   | 10,590.00                       | 0.00                            | 10,590.00                      |
| Donations In Kind   | 0.00                            | 0.00                            | 0.00                           |
| Interest Income   | 182,451.46                      | 45,000.00                       | 137,451.46                     |
| Internal Transfer - From ML                                   | 0.00                            | 0.00                            | 0.00                           |
| Other Revenue - FIT   | 110,073.81                      | 143,767.00                      | (33,693.19)                    |
| <br><b><u>GRANTS &amp; SUBSIDIES</u></b>                      | <br><b><u>12,079,423.35</u></b> | <br><b><u>10,891,480.00</u></b> | <br><b><u>1,187,943.35</u></b> |
| Federal - ICIP  | 769,788.07                      | 0.00                            | 769,788.07                     |
| Prov Revenue - 4hrs care per day - Allied Health Professional | 151,012.70                      | 244,226.00                      | (93,213.30)                    |
| Prov Revenue - 4hrs care per day - Nursing Staff Supplement   | 166,097.14                      | 1,296,292.00                    | (1,130,194.86)                 |
| Prov Revenue - Clinical Decision Support                      | 0.00                            | 0.00                            | 0.00                           |
| Prov Revenue - Operating - Global LOC Subsidy                 | 483,049.00                      | 609,039.00                      | (125,990.00)                   |
| Prov Revenue - Operating - HIN NPC                            | 43,195.00                       | 42,705.00                       | 490.00                         |
| Prov Revenue - Operating - Nursing & Personal Care            | 6,445,175.38                    | 6,438,906.00                    | 6,269.38                       |
| Prov Revenue - Operating - Other Accommodation                | 98,432.00                       | 139,712.00                      | (41,280.00)                    |
| Prov Revenue - Operating - Pay Equity                         | 22,860.00                       | 22,860.00                       | 0.00                           |
| Prov Revenue - Operating - Program & Support Services         | 801,189.00                      | 792,342.00                      | 8,847.00                       |
| Prov Revenue - Operating - RAI/MDS                            | 95,424.00                       | 93,951.00                       | 1,473.00                       |
| Prov Revenue - Operating - Raw Food                           | 698,704.00                      | 626,778.00                      | 71,926.00                      |
| Prov Revenue - Operating - RN                                 | 106,008.00                      | 106,000.00                      | 8.00                           |
| Prov Revenue - Operating - Structural Compliance              | 67,567.00                       | 147,828.00                      | (80,261.00)                    |
| Prov Revenue - Operating - Accreditation                      | 23,652.00                       | 23,652.00                       | 0.00                           |
| Prov Revenue - COVID - Basic Rev Recovery                     | (62,411.00)                     | 0.00                            | (62,411.00)                    |
| Prov Revenue - COVID - Incremental cost funding               | 1,195,650.73                    | 0.00                            | 1,195,650.73                   |
| Prov Revenue - COVID - PSW Return of Service                  | 5,000.00                        | 0.00                            | 5,000.00                       |
| Prov Revenue - COVID - PSW Wage Enhancement                   | 427,942.48                      | 0.00                            | 427,942.48                     |
| Prov Revenue - COVID - RN RPN retention payment               | 168,680.21                      | 0.00                            | 168,680.21                     |
| Prov Revenue - Equalization                                   | 190,524.00                      | 190,530.00                      | (6.00)                         |
| Prov Revenue - IPAC   | 69,480.15                       | 0.00                            | 69,480.15                      |
| Prov Revenue - Medication Safety Training                     | 14,205.51                       | 0.00                            | 14,205.51                      |
| Prov Revenue - PSW / Behavioural Support Subsidy              | 58,728.00                       | 58,728.00                       | 0.00                           |
| Prov Revenue - Municipal Modernization                        | 25,062.27                       | 0.00                            | 25,062.27                      |
| Prov Revenue - Support Professional Growth                    | 14,407.71                       | 57,931.00                       | (43,523.29)                    |
| <br><b><u>SURPLUS ADJUSTMENT</u></b>                          | <br><b><u>641,132.82</u></b>    | <br><b><u>386,800.00</u></b>    | <br><b><u>254,332.82</u></b>   |
| Surplus Adjustment - TRF from Reserves                        | 641,132.82                      | 386,800.00                      | 254,332.82                     |
| <br><b><u>GRAND TOTAL REVENUES</u></b>                        | <br><b><u>19,322,602.82</u></b> | <br><b><u>17,705,795.00</u></b> | <br><b><u>1,616,807.82</u></b> |
| <br><b><u>Municipal Surplus / (Deficit)</u></b>               | <br><b><u>416,226.84</u></b>    | <br><b><u>0.00</u></b>          | <br><b><u>416,226.84</u></b>   |

**COUNTY OF RENFREW  
TREASURER'S REPORT - BONNECHERE MANOR**

**Dec 2022**

**WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET**

over / (under)

|                                       | <u>YTD ACTUAL</u> | <u>YTD BUDGET</u>   | <u>VARIANCE</u>     |
|---------------------------------------|-------------------|---------------------|---------------------|
| less: Depreciation - BM               | (627,736.59)      | (628,646.00)        | 909.41              |
| add: Transfer to Reserve              | 49,024.00         | 49,024.00           | 0.00                |
| less: Transfer from Reserve           | (641,132.82)      | (386,800.00)        | (254,332.82)        |
| add: Capital Purchases                | 1,616,006.39      | 386,800.00          | 1,229,206.39        |
| <b>Accounting Surplus / (Deficit)</b> | <b>812,387.82</b> | <b>(579,622.00)</b> | <b>1,392,009.82</b> |

**Bonnechere Manor**  
**Balance Sheet**  
**Dec 2022**

|  | 2022                   | 2021                   |
|--|------------------------|------------------------|
| PETTY CASH                                 | 4,200.00               | 3,200.00               |
| BANK ACCOUNT                               | 7,135,698.18           | 6,795,515.80           |
| CERTIFICATES OF DEPOSIT                    | 0.00                   | 0.00                   |
| RECEIVABLES                                | 71,258.14              | 26,637.85              |
| DUE TO/FROM                                | (1,715,843.32)         | (1,043,483.86)         |
| PREPAID EXPENSES                           | 10,000.00              | 10,000.00              |
| INVENTORY                                  | 143,657.00             | 100,249.00             |
| LAND                                       | 245,553.68             | 245,553.68             |
| LAND IMPROVEMENT                           | 508,073.35             | 508,073.35             |
| BUILDING                                   | 20,468,585.12          | 20,074,292.57          |
| LEASEHOLD IMPROVEMENT                      | 0.00                   | 0.00                   |
| MACHINERY & EQUIPMENT                      | 2,948,323.98           | 2,919,983.51           |
| VEHICLE                                    | 0.00                   | 0.00                   |
| LINEAR ASSET                               | 0.00                   | 0.00                   |
| CAPITAL WORK IN PROGRESS                   | 0.00                   | 0.00                   |
| ROOFING SYSTEM                             | 1,759,707.59           | 1,496,229.62           |
| WORK IN PROGRESS                           | 783,144.07             | 13,356.00              |
| FIXED ASSETS CLEARING                      | 48,193.37              | (0.00)                 |
| ACCUMULATED DEPRECIATION                   | (12,716,094.79)        | (12,190,418.10)        |
| OTHER ASSETS                               | 0.00                   | 0.00                   |
| <b>ASSETS</b>                              | <b>19,694,456.37</b>   | <b>18,959,189.42</b>   |
| ACCOUNTS PAYABLE & ACCRUED LIABILITIES     | (1,416,460.80)         | (1,600,057.15)         |
| ACCRUED SICK LEAVE LIABILITY               | (290,069.83)           | (364,838.37)           |
| ACCRUED WSIB LIABILITY                     | (1,953,287.00)         | (1,772,043.00)         |
| A/P - DONATIONS                            | 0.00                   | 0.00                   |
| SURPLUS - CURRENT YEAR                     | (812,387.84)           | 158,406.41             |
| SURPLUS - ACCUMULATED                      | (15,222,250.90)        | (15,380,657.31)        |
| <b>LIABILITIES AND ACCUMULATED SURPLUS</b> | <b>(19,694,456.37)</b> | <b>(18,959,189.42)</b> |

| BM - Accumulated Surplus     | Opening               | Increase            | Decrease            | Net Change          | Allocation   | Transfer between Reserves | Closing               |
|------------------------------|-----------------------|---------------------|---------------------|---------------------|--------------|---------------------------|-----------------------|
| Fixed Assets                 | 25,244,132.73         | 798,024.95          | (111,913.96)        | 686,110.99          |              |                           | 25,930,243.72         |
| Accumulated Depreciation     | (12,190,418.10)       | (633,063.05)        | 107,386.36          | (525,676.69)        |              |                           | (12,716,094.79)       |
| Work In Process-Construction | 13,356.00             | 817,981.44          |                     | 817,981.44          |              |                           | 831,337.44            |
|                              | <b>13,067,070.63</b>  | <b>982,943.34</b>   | <b>(4,527.60)</b>   | <b>978,415.74</b>   |              |                           | <b>14,045,486.37</b>  |
| Long Term Debt               | 0.00                  |                     |                     | 0.00                |              |                           | 0.00                  |
| Sick Leave Liability         | (364,838.37)          |                     | 74,768.54           | 74,768.54           |              |                           | (290,069.83)          |
| WSIB Liability               | (1,772,043.00)        | (181,244.00)        |                     | (181,244.00)        |              |                           | (1,953,287.00)        |
|                              | <b>(2,136,881.37)</b> | <b>(181,244.00)</b> | <b>74,768.54</b>    | <b>(106,475.46)</b> |              |                           | <b>(2,243,356.83)</b> |
| CMI Stabilization Reserve    | 248,242.00            |                     |                     | 0.00                |              |                           | 248,242.00            |
| Equipment Reserve            | 100,000.00            |                     |                     | 0.00                |              |                           | 100,000.00            |
| Butterfly                    | 149,318.00            |                     |                     | 0.00                |              |                           | 149,318.00            |
| UnAllocated                  | 3,248,733.64          |                     | (641,132.82)        | (641,132.82)        | 532,556.38   |                           | 3,140,157.20          |
| WSIB Reserve                 | 545,768.00            | 49,024.00           |                     | 49,024.00           |              |                           | 594,792.00            |
|                              | <b>4,292,061.64</b>   | <b>49,024.00</b>    | <b>(641,132.82)</b> | <b>(592,108.82)</b> |              |                           | <b>4,232,509.20</b>   |
| Unallocated Surplus          | 0.00                  |                     |                     | 532,556.38          | (532,556.38) |                           | 0.00                  |
| <b>Totals</b>                | <b>15,222,250.90</b>  | <b>850,723.34</b>   | <b>(570,891.88)</b> | <b>812,387.84</b>   | <b>0.00</b>  | <b>0.00</b>               | <b>16,034,638.74</b>  |

|  |                     |
|--|---------------------|
| INCOME STATEMENT MUNICIPAL SURPLUS         | <b>416,226.84</b>   |
| DIFF TO UNALLOCATED SURPLUS                | 116,329.54          |
| ASSETS DISPOSED - THROUGH INC STMT ALREADY | (4,527.60)          |
| LIABILITY CHANGE THROUGH INC STMT ALREADY  | (106,475.46)        |
| ADULT DAY SURPLUS                          | (5,326.48)          |
| CHANGE IN MUNICIPAL SURPLUS EXPLAINED      | <u>(116,329.54)</u> |



**Renfrew County Housing Corporation**  
**Consolidated Treasurer's Report**  
**Dec 2022**

| <u>Description</u>                                | <u>YTD</u><br><u>Actual</u> | <u>YTD</u><br><u>Budget</u> | <u>Variance</u>  |
|---|-----------------------------|-----------------------------|------------------|
| ADMINISTRATION                                    | 1,184,066.38                | 1,276,843                   | (92,777)         |
| BENEFITS  | 441,182.59                  | 430,576                     | 10,607           |
| BUILDING - HEAT LIGHT POWER                       | 896,779.76                  | 967,995                     | (71,215)         |
| BUILDING - CAPITAL REPAIRS - non TCA              | 792,332.03                  | 686,640                     | 105,692          |
| BUILDING - ELEVATOR                               | 78,373.60                   | 66,500                      | 11,874           |
| BUILDING - GARBAGE REMOVAL                        | 106,958.52                  | 76,656                      | 30,303           |
| BUILDING - GROUNDS KEEPING                        | 59,068.01                   | 69,056                      | (9,988)          |
| BUILDING - HEATING & PLUMBING                     | 58,585.38                   | 129,386                     | (70,801)         |
| BUILDING - NATURAL GAS                            | 196,577.97                  | 201,350                     | (4,772)          |
| BUILDING - PAINTING                               | 115,639.69                  | 240,891                     | (125,251)        |
| BUILDING - REPAIRS & MAINTENANCE                  | 841,685.15                  | 441,206                     | 400,479          |
| BUILDING - SNOW REMOVAL                           | 426,158.33                  | 400,000                     | 26,158           |
| BUILDING - TAXES                                  | 1,686,804.29                | 1,743,695                   | (56,891)         |
| BUILDING - WATER                                  | 860,975.79                  | 772,606                     | 88,370           |
| COVID   | 472,623.69                  | 0                           | 472,624          |
| FINANCIAL - CHPI                                  | 226,619.33                  | 1,324,561                   | (1,097,942)      |
| FINANCIAL - COCHI                                 | 538,007.60                  | 519,758                     | 18,250           |
| FINANCIAL - COHB                                  | 0.00                        | 0                           | 0                |
| FINANCIAL - DEPRECIATION                          | 1,170,894.50                | 1,256,647                   | (85,753)         |
| FINANCIAL - HPP                                   | 1,259,205.21                | 0                           | 1,259,205        |
| HOME OWNERSHIP REVOLVING LOANS                    | 118,237.95                  | 0                           | 118,238          |
| FINANCIAL - IAH HADD                              | 45,000.00                   | 68,000                      | (23,000)         |
| FINANCIAL - MORTGAGE - INTEREST                   | 645,730.12                  | 646,515                     | (785)            |
| FINANCIAL - ONTARIO RENOVATES (IAH & SIF)         | 11,721.29                   | 0                           | 11,721           |
| FINANCIAL - OPHI                                  | 394,361.60                  | 554,085                     | (159,723)        |
| FINANCIAL - RENT SUPPLEMENT                       | 271,729.00                  | 290,761                     | (19,032)         |
| FINANCIAL - RENT WAIVER                           | 67,138.26                   | 200,000                     | (132,862)        |
| FINANCIAL - STRONG COMMUNITY RENT SUPP            | 29,121.00                   | 140,086                     | (110,965)        |
| SALARIES  | 1,768,267.65                | 1,849,129                   | (80,861)         |
| Surplus Adjustment - Depreciation                 | (1,170,894.50)              | (1,256,647)                 | 85,753           |
| Surplus Adjustment - Mortgage Principal           | 361,820.77                  | 361,821                     | (0)              |
| Surplus Adjustment - TCA                          | 2,006,745.57                | 1,482,665                   | 524,081          |
| Surplus Adjustment - TCA funded by COCHI          | (427,394.48)                | 0                           | (427,394)        |
| Surplus Adjustment - TCA funded by COVID          | (274,758.34)                | 0                           | (274,758)        |
| Surplus Adjustment - TCA funded by OPHI           | (318,296.63)                | 0                           | (318,297)        |
| Surplus Adjustment - Transfer to Reserves         | 0.00                        | 0                           | 0                |
| <b>EXPENSES</b>                                   | <b>14,941,067.08</b>        | <b>14,940,781</b>           | <b>286</b>       |
|   |                             |                             |                  |
| COUNTY TRANSFER - BASE                            | 5,392,754.00                | 5,332,258                   | 60,496           |
| COUNTY TRANSFER - CHPI                            | 226,619.33                  | 1,324,561                   | (1,097,942)      |
| COUNTY TRANSFER - CHPI ADMIN                      | 261,254.02                  | 123,047                     | 138,207          |
| COUNTY TRANSFER - COCHI                           | 538,007.60                  | 519,758                     | 18,250           |
| COUNTY TRANSFER - COCHI Admin                     | 16,484.76                   | 57,751                      | (41,266)         |
| COUNTY TRANSFER - COHB                            | 0.00                        | 0                           | 0                |
| COUNTY TRANSFER - COHB Admin                      | 16,500.00                   | 0                           | 16,500           |
| COUNTY TRANSFER - COVID                           | 562,933.78                  | 0                           | 562,934          |
| COUNTY TRANSFER - HPP                             | 1,259,205.21                | 0                           | 1,259,205        |
| COUNTY TRANSFER - HPP Admin                       | 100,445.55                  | 0                           | 100,446          |
| COUNTY TRANSFER - IAH - HADD                      | 45,000.00                   | 68,000                      | (23,000)         |
| COUNTY TRANSFER - IAH - Ontario Renovates         | 4,321.93                    | 0                           | 4,322            |
| COUNTY TRANSFER - OPHI                            | 394,361.60                  | 554,085                     | (159,723)        |
| COUNTY TRANSFER - OPHI Admin                      | 31,813.15                   | 61,565                      | (29,752)         |
| COUNTY TRANSFER - STRONG COMM Rent Supplement     | 35,021.49                   | 140,086                     | (105,065)        |
| GAIN / (LOSS) - DISPOSAL OF ASSETS                | (44,609.44)                 | 0                           | (44,609)         |
| HOME OWNERSHIP REVOLVING LOANS                    | 118,237.95                  | 0                           | 118,238          |
| INTEREST ON INVESTMENTS                           | 121,670.66                  | 38,000                      | 83,671           |
| MISC REVENUE                                      | 60,913.00                   | 65,000                      | (4,087)          |
| PROV SUBSIDY - DEBENTURES                         | 619,986.00                  | 619,986                     | 0                |
| Surplus Adjustment - Transfer from Reserves       | 986,296.12                  | 1,482,665                   | (496,369)        |
| TENANT REVENUE                                    | 4,992,882.75                | 4,554,019                   | 438,864          |
| <b>REVENUES</b>                                   | <b>15,740,099.46</b>        | <b>14,940,781</b>           | <b>799,318</b>   |
|   |                             |                             |                  |
| <b>Municipal SURPLUS / (DEFICIT)</b>              | <b>799,032.38</b>           | <b>0</b>                    | <b>799,032</b>   |
|   |                             |                             |                  |
| less: Surplus Adjustment - Depreciation           | (1,170,894.50)              | (1,256,647)                 | 85,753           |
| add: Surplus Adjustment - TCA                     | 2,006,745.57                | 1,482,665                   | 524,081          |
| add: Surplus Adjustment - Transfer To Reserves    | 0.00                        | 0                           | 0                |
| less: Surplus Adjustment - Transfer From Reserves | (986,296.12)                | (1,482,665)                 | 496,369          |
| add: Surplus Adjustment - Principal Payments      | 361,820.77                  | 361,821                     | (0)              |
| <b>Accounting SURPLUS / (DEFICIT)</b>             | <b>1,010,408.10</b>         | <b>(894,826)</b>            | <b>1,905,234</b> |

**Renfrew County Housing Corporation**  
**Balance Sheet**  
**Dec 2022**

|  | 2022                   | 2021                   |
|--|------------------------|------------------------|
| PETTY CASH                             | 550.00                 | 550.00                 |
| BANK ACCOUNT                           | 3,640,317.52           | 4,882,200.35           |
| CERTIFICATES OF DEPOSIT                | 201,016.88             | 200,293.98             |
| RECEIVABLES                            | 600,255.85             | 504,073.17             |
| ALLOWANCE FOR DOUBTFUL ACCOUNTS        | (44,838.18)            | (47,248.21)            |
| DUE TO/FROM                            | 1,190,075.11           | 187,454.15             |
| REVOLVING LOAN FUND                    | (627,770.32)           | (531,669.75)           |
| PREPAID EXPENSES                       | 230,863.00             | 186,835.00             |
| INVENTORY                              | 0.00                   | 0.00                   |
| LAND                                   | 2,018,775.71           | 2,018,775.71           |
| LAND IMPROVEMENT                       | 3,402,921.17           | 3,081,157.01           |
| BUILDING                               | 34,552,678.90          | 32,696,703.29          |
| MACHINERY & EQUIPMENT                  | 1,046,090.70           | 1,027,555.38           |
| VEHICLE                                | 534,434.65             | 498,412.63             |
| ROOFING SYSTEM                         | 2,113,258.45           | 2,080,537.89           |
| CONSTRUCTION - WIP                     | 388,445.83             | 815,698.68             |
| FIXED ASSETS CLEARING                  | 0.00                   | 0.00                   |
| ACCUMULATED DEPRECIATION               | (26,994,603.30)        | (25,948,080.11)        |
| OTHER ASSETS                           | 0.00                   | 0.00                   |
| <b>ASSETS</b>                          | <b>22,252,471.97</b>   | <b>21,653,249.17</b>   |
| ACCOUNTS PAYABLE & ACCRUED LIABILITIES | (1,254,746.70)         | (1,310,720.48)         |
| ACCRUED SICK LEAVE LIABILITY           | (163,454.00)           | (156,756.00)           |
| ACCRUED WSIB LIABILITY                 | (23,187.00)            | (22,491.00)            |
| LONG TERM DEBT                         | (834,775.10)           | (1,196,595.87)         |
| ACCRUED INTEREST ON LTD                | (1,826.94)             | (2,611.69)             |
| SURPLUS - ACCUMULATED                  | (18,964,074.13)        | (18,262,560.04)        |
| SURPLUS - CURRENT YEAR                 | (1,010,408.10)         | (701,514.09)           |
| <b>LIABILITIES AND NET ASSETS</b>      | <b>(22,252,471.97)</b> | <b>(21,653,249.17)</b> |

**Accumulated Surplus  
as at Dec 31, 2021**

| <b>RCHC - Accumulated Surplus</b> | <b>Opening</b>        | <b>Increase</b>   | <b>Decrease</b>     | <b>Net Change</b>   | <b>Allocation</b> | <b>Transfer between Reserves</b> | <b>Closing</b>        |
|-----------------------------------|-----------------------|-------------------|---------------------|---------------------|-------------------|----------------------------------|-----------------------|
| Fixed Assets                      | 41,403,141.91         | 2,433,998.42      | (168,980.75)        | 2,265,017.67        |                   |                                  | 43,668,159.58         |
| Accumulated Depreciation          | (25,948,080.11)       | (1,170,894.50)    | 124,371.31          | (1,046,523.19)      |                   |                                  | (26,994,603.30)       |
| Work In Process - Construction    | 815,698.68            | (427,252.85)      |                     | (427,252.85)        |                   |                                  | 388,445.83            |
|                                   | <b>16,270,760.48</b>  | <b>835,851.07</b> | <b>(44,609.44)</b>  | <b>791,241.63</b>   |                   |                                  | <b>17,062,002.11</b>  |
| Long Term Debt                    | (1,196,595.87)        |                   | 361,820.77          | 361,820.77          |                   |                                  | (834,775.10)          |
| Sick Leave Liability              | (156,756.00)          | (6,698.00)        |                     | (6,698.00)          |                   |                                  | (163,454.00)          |
| WSIB Liability                    | (22,491.00)           | (696.00)          |                     | (696.00)            |                   |                                  | (23,187.00)           |
|                                   | <b>(1,375,842.87)</b> | <b>(7,394.00)</b> | <b>361,820.77</b>   | <b>354,426.77</b>   |                   |                                  | <b>(1,021,416.10)</b> |
| WSIB Reserve                      | 148,482.79            |                   |                     | 0.00                |                   |                                  | 148,482.79            |
| Working Capital Reserve           | 50,000.00             |                   |                     | 0.00                |                   |                                  | 50,000.00             |
| Capital Reserve                   | 3,870,673.73          |                   | (986,296.12)        | (986,296.12)        | 851,035.82        |                                  | 3,735,413.43          |
| Capital Reserve-Ottawaska         | 0.00                  |                   |                     | 0.00                |                   |                                  | 0.00                  |
| IAH Reserve                       | 0.00                  |                   |                     | 0.00                |                   |                                  | 0.00                  |
| IAH Admin Reserve                 | 0.00                  |                   |                     | 0.00                |                   |                                  | 0.00                  |
| Home Ownership Reserve            | 0.00                  |                   |                     | 0.00                |                   |                                  | 0.00                  |
|                                   | <b>4,069,156.52</b>   | <b>0.00</b>       | <b>(986,296.12)</b> | <b>(986,296.12)</b> |                   | <b>0.00</b>                      | <b>3,933,896.22</b>   |
| Unallocated Surplus               |                       |                   |                     | <b>851,035.82</b>   | (851,035.82)      |                                  | 0.00                  |
| <b>Totals</b>                     | <b>18,964,074.13</b>  | <b>828,457.07</b> | <b>(669,084.79)</b> | <b>1,010,408.10</b> | <b>0.00</b>       | <b>0.00</b>                      | <b>19,974,482.23</b>  |

|  |                   |
|--|-------------------|
| INCOME STATEMENT MUNICIPAL SURPLUS         | <b>799,032.38</b> |
| DIFF TO UNALLOCATED SURPLUS                | 52,003.44         |
| ASSETS DISPOSED - THROUGH INC STMT ALREADY | (44,609.44)       |
| LIABILITY CHANGE THROUGH INC STMT ALREADY  | <b>(7,394.00)</b> |
| CHANGE IN MUNICIPAL SURPLUS EXPLAINED      | (52,003.44)       |

-0.00

## COVID19 Financial Summary January 1 to December 31 2022

| Department                        | Additional Payroll Costs | Additional Expenses | Total          | Provincial Revenues | Other Revenue      | Federal Safe Start Revenues | Net Expense/ (Surplus) | Notes  |
|-----------------------------------|--------------------------|---------------------|----------------|---------------------|--------------------|-----------------------------|------------------------|--|
| Admin                             | \$15,284.94              | \$21,729.55         | \$37,014.49    |                     |                    | -\$ (37,014.49)             | \$0.00                 |  |
| BM                                | \$856,861.00             | \$338,789.73        | \$1,195,650.73 | -\$ (1,195,650.73)  |                    |                             | \$0.00                 |  |
| Child Care                        | \$1,963.63               |                     | \$1,963.63     |                     |                    | -\$ (1,963.63)              | \$0.00                 |  |
| HR                                | \$48,461.37              | \$19,358.04         | \$67,819.41    |                     |                    | -\$ (67,819.41)             | \$0.00                 |  |
| Housing                           |                          | \$393,371.71        | \$393,371.71   | -\$ (393,371.71)    |                    |                             | \$0.00                 |  |
| IT                                | \$2,586.99               |                     | \$2,586.99     |                     |                    | -\$ (2,586.99)              | \$0.00                 |  |
| ML                                | \$478,702.00             | \$802,303.68        | \$1,281,005.68 | -\$ (1,281,005.68)  |                    |                             | \$0.00                 |  |
| OW                                | \$4,112.57               | \$203.52            | \$4,316.09     |                     |                    | -\$ (4,316.09)              | \$0.00                 |  |
| POA                               |                          | \$131,733.53        | \$131,733.53   |                     |                    | -\$ (131,733.53)            | \$0.00                 | COVID expenses are lost revenue due to COVID                     |
| Paramedic - 911                   | \$865,020.85             | \$295,135.72        | \$1,160,156.57 | -\$ (1,160,156.57)  |                    |                             | \$0.00                 | Other funding is City of Pembroke share of COVID costs           |
| Paramedic - LTC Program           | \$70,156.75              |                     | \$70,156.75    | -\$ (70,156.75)     |                    |                             | \$0.00                 |  |
| Paramedic - VTAC Swabbing Clinics | \$1,113,041.57           | \$224,566.71        | \$1,337,608.28 |                     | -\$ (1,337,608.28) |                             | \$0.00                 | Funded via MOU with Arnprior Hospital                            |
| Paramedic-Vaccination             | \$304,975.47             | \$1,078.06          | \$306,053.53   | -\$ (305,105.68)    |                    | -\$ (947.85)                | \$0.00                 |  |
| Paramedic - VTAC Call Centre      | \$741,392.88             | \$57,534.74         | \$798,927.62   |                     | -\$ (798,927.62)   |                             | \$0.00                 | Funded via MOU with Arnprior Hospital                            |
| Property                          | \$2,012.35               |                     | \$2,012.35     |                     |                    | -\$ (2,012.35)              | \$0.00                 |  |
| Public Works                      | \$22,538.92              | \$3,189.94          | \$25,728.86    |                     |                    | -\$ (25,728.86)             | \$0.00                 |  |
| RCHC                              |                          | \$472,623.69        | \$472,623.69   |                     | -\$ (561,673.20)   | -\$ (1,260.58)              | -\$ (90,310.09)        | Admin fees on SSRF 2, 4, & 5 provide \$90,310 in revenue to RCHC |
| Totals                            | \$4,527,111.29           | \$2,761,618.62      | \$7,288,729.91 | -\$ (4,405,447.12)  | -\$ (2,698,209.10) | -\$ (275,383.78)            | -\$ (90,310.09)        |  |

# Your performance report

as of December 31, 2022

## Overview of your portfolio in Canadian \$

| Account   | Name               | Type      | Your account performance start date | Value on Dec 31, 2022 | Income Earned for 12 months |
|---|--------------------|-----------|-------------------------------------|-----------------------|-----------------------------|
| 495-15510   | RENFREW, COUNTY OF | Corporate | Jan 1, 2006                         | 7,100,000             | 182,336                     |
| Accrued interest                                    |                    |           |                                     | \$73,511              |                             |
| <b>Total value of your portfolio in Canadian \$</b> |                    |           |                                     | <b>\$7,173,511</b>    |                             |

## Questions?

### Castledine Wealth Advisory Group

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## Your portfolio activity summary

|   |                    |
|---|--------------------|
| Total value of your portfolio on Dec 31, 2021 | \$7,170,601        |
| Net deposits and withdrawals                  | -\$182,336         |
| Investment growth / loss                      | \$185,246          |
| <b>Total value on Dec 31, 2022</b>            | <b>\$7,173,511</b> |

## Rates of return of your portfolio

|                 |       |
|-----------------|-------|
| Year-to-date    | 2.61% |
| 3 months        | 0.68% |
| 12 months       | 2.61% |
| 3 years         | 2.48% |
| 5 years         | 2.44% |
| 10 years        | 2.43% |
| Since inception | 2.75% |

## Change in value of your portfolio

|                                |                      | <b>A</b><br>Net deposits<br>and withdrawals | <b>B</b><br>Value | <b>C</b><br>Accrued<br>interest | <b>B + C</b><br>Total value | <b>D*</b><br>Change in<br>value | <b>D - A</b><br>Investment<br>growth / loss |
|--------------------------------|----------------------|---|-------------------|---------------------------------|-----------------------------|---------------------------------|---|
| <b>Previous calendar years</b> |                      |   |                   |                                 |                             |                                 |   |
| Jan 1, 2006                    | <b>Initial value</b> | 1,997,738                                   | 1,997,738         |                                 | 1,997,738                   |                                 |   |
| Dec 31, 2006                   |                      | -149,918                                    | 1,963,591         | 23,855                          | 1,987,446                   | -10,292                         | 139,626                                     |
| Dec 31, 2007                   |                      | 910,874                                     | 2,967,127         | 38,407                          | 3,005,534                   | 1,018,088                       | 107,215                                     |
| Dec 31, 2008                   |                      | -2,055,452                                  | 1,000,344         | 11,403                          | 1,011,747                   | -1,993,787                      | 61,665                                      |
| Dec 31, 2009                   |                      | 2,061,222                                   | 3,100,695         | 14,432                          | 3,115,127                   | 2,103,380                       | 42,158                                      |
| Dec 31, 2010                   |                      | 1,950,278                                   | 5,135,614         | 23,133                          | 5,158,748                   | 2,043,620                       | 93,342                                      |
| Dec 31, 2011                   |                      | -93,156                                     | 5,165,521         | 24,638                          | 5,190,159                   | 31,412                          | 124,567                                     |
| Dec 31, 2012                   |                      | -173,483                                    | 5,100,000         | 34,712                          | 5,134,712                   | -55,447                         | 118,036                                     |
| Dec 31, 2013                   |                      | -118,665                                    | 5,109,808         | 35,460                          | 5,145,269                   | 10,556                          | 129,221                                     |
| Dec 31, 2014                   |                      | -144,486                                    | 5,100,000         | 35,094                          | 5,135,094                   | -10,175                         | 134,311                                     |
| Dec 31, 2015                   |                      | 2,866,855                                   | 8,100,000         | 72,787                          | 8,172,787                   | 3,037,694                       | 170,839                                     |
| Dec 31, 2016                   |                      | -188,427                                    | 8,100,000         | 70,136                          | 8,170,136                   | -2,652                          | 185,775                                     |
| Dec 31, 2017                   |                      | -180,641                                    | 8,100,000         | 70,366                          | 8,170,366                   | 231                             | 180,872                                     |
| Dec 31, 2018                   |                      | -182,813                                    | 8,100,000         | 73,186                          | 8,173,186                   | 2,820                           | 185,633                                     |
| Dec 31, 2019                   |                      | -193,567                                    | 8,100,000         | 80,477                          | 8,180,477                   | 7,291                           | 200,858                                     |
| Dec 31, 2020                   |                      | -204,164                                    | 8,100,000         | 75,163                          | 8,175,163                   | -5,313                          | 198,851                                     |
| Dec 31, 2021                   |                      | -1,190,240                                  | 7,100,000         | 70,601                          | 7,170,601                   | -1,004,563                      | 185,677                                     |
| <b>Current calendar year</b>   |                      |   |                   |                                 |                             |                                 |   |
| Dec 31, 2021                   | <b>Opening value</b> |   | 7,100,000         | 70,601                          | 7,170,601                   |                                 |   |
| Mar 31, 2022                   |                      |   | 7,100,000         | 115,551                         | 7,215,551                   |                                 |   |
| May 31, 2022                   |                      | -76,400                                     | 7,100,000         | 69,618                          | 7,169,618                   |                                 |   |
| Jun 30, 2022                   |                      |   | 7,100,000         | 84,602                          | 7,184,602                   |                                 |   |
| Sep 30, 2022                   |                      | -36,186                                     | 7,100,000         | 94,438                          | 7,194,438                   |                                 |   |
| Oct 31, 2022                   |                      | -23,100                                     | 7,100,000         | 87,628                          | 7,187,628                   |                                 |   |
| Nov 30, 2022                   |                      | -35,100                                     | 7,100,000         | 68,292                          | 7,168,292                   |                                 |   |
| Dec 31, 2022                   |                      | -11,550                                     | 7,100,000         | 73,511                          | 7,173,511                   |                                 |   |

Change in value of your portfolio

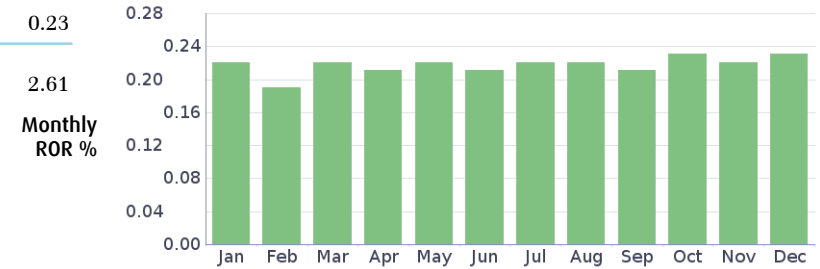
|              |                     | A                               | B           | C                   | B + C       | D*                 | D - A                       |
|--------------|---------------------|---------------------------------|-------------|---------------------|-------------|--------------------|-----------------------------|
|              |                     | Net deposits<br>and withdrawals | Value       | Accrued<br>interest | Total value | Change in<br>value | Investment<br>growth / loss |
| Dec 31, 2022 | Year-to-date totals | -\$182,336                      | \$7,100,000 | \$73,511            | \$7,173,511 | \$2,910            | \$185,246                   |
|              | Since inception     | \$4,729,618                     |             |                     |             |                    | \$2,443,892                 |

\*Change in value signifies the difference in value from the previous year.

## Time-weighted rates of return as of December 31, 2022

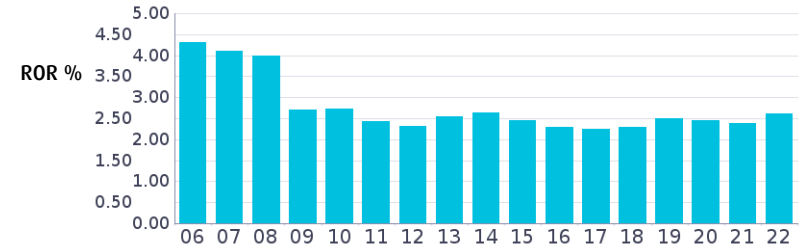
| Period 2022                               | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  |           |
|---|------|------|------|------|------|------|------|------|------|------|------|------|-----------|
| Monthly rates of return (%)               | 0.22 | 0.19 | 0.22 | 0.21 | 0.22 | 0.21 | 0.22 | 0.22 | 0.21 | 0.23 | 0.22 | 0.23 |           |
| Compound year-to-date rates of return (%) | 0.22 | 0.41 | 0.63 | 0.84 | 1.05 | 1.26 | 1.48 | 1.70 | 1.91 | 2.14 | 2.37 | 2.61 |           |
| 2022 Quarters                             | 1st  | 2nd  | 3rd  | 4th  |      |      |      |      |      |      |      |      | Month ROR |
| Quarterly rates of return (%)             | 0.63 | 0.63 | 0.64 | 0.68 |      |      |      |      |      |      |      |      |           |
| Cumulative rates of return (%)            | 0.63 | 1.26 | 1.91 | 2.61 |      |      |      |      |      |      |      |      |           |

### YEAR-TO-DATE PERFORMANCE



| Calendar years      | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 |
|---------------------|------|------|------|------|------|------|------|------|
| Rates of return (%) | 2.61 | 2.38 | 2.45 | 2.48 | 2.29 | 2.23 | 2.29 | 2.45 |
|                     | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
|                     | 2.63 | 2.53 | 2.30 | 2.42 | 2.72 | 2.70 | 3.98 | 4.10 |
|                     | 2006 |      |      |      |      |      |      |      |
|                     | 4.29 |      |      |      |      |      |      |      |

### CALENDAR YEARS PERFORMANCE



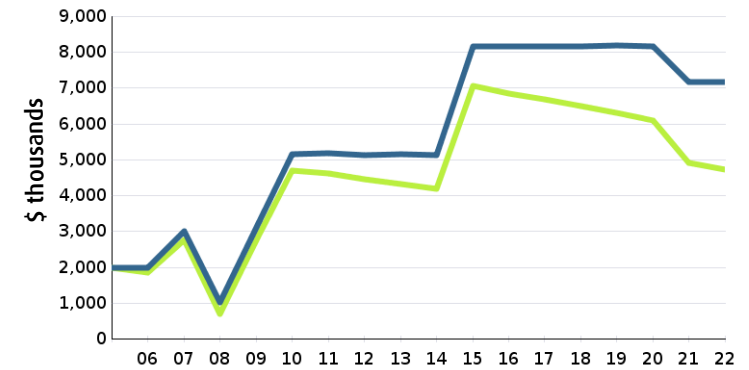
| Years   | 1 year  | 2 year  | 3 year  | 4 year  | 5 year  | 6 year  | 7 year  | 8 year  |  |
|---|---------|---------|---------|---------|---------|---------|---------|---------|--|
| Average annual compound rates of return for the period ending Dec 31,2022 (%) | 2.61    | 2.49    | 2.48    | 2.48    | 2.44    | 2.41    | 2.39    | 2.40    |  |
|   | 9 year  | 10 year | 11 year | 12 year | 13 year | 14 year | 15 year | 16 year |  |
|   | 2.42    | 2.43    | 2.42    | 2.42    | 2.44    | 2.46    | 2.56    | 2.66    |  |
|   | 17 year |         |         |         |         |         |         |         |  |
|   | 2.75    |         |         |         |         |         |         |         |  |



| Calendar years | Net deposits and withdrawals | Total value of your portfolio | Previous balance | Change in value |
|----------------|------------------------------|-------------------------------|------------------|-----------------|
| 2006           | 1,847,820                    | 1,987,446                     |                  |                 |
| 2007           | 910,874                      | 3,005,534                     | 1,987,446        | 1,018,088       |
| 2008           | -2,055,452                   | 1,011,747                     | 3,005,534        | -1,993,787      |
| 2009           | 2,061,222                    | 3,115,127                     | 1,011,747        | 2,103,380       |
| 2010           | 1,950,278                    | 5,158,748                     | 3,115,127        | 2,043,620       |
| 2011           | -93,156                      | 5,190,159                     | 5,158,748        | 31,412          |
| 2012           | -173,483                     | 5,134,712                     | 5,190,159        | -55,447         |
| 2013           | -118,665                     | 5,145,269                     | 5,134,712        | 10,556          |
| 2014           | -144,486                     | 5,135,094                     | 5,145,269        | -10,175         |
| 2015           | 2,866,855                    | 8,172,787                     | 5,135,094        | 3,037,694       |
| 2016           | -188,427                     | 8,170,136                     | 8,172,787        | -2,652          |
| 2017           | -180,641                     | 8,170,366                     | 8,170,136        | 231             |
| 2018           | -182,813                     | 8,173,186                     | 8,170,366        | 2,820           |
| 2019           | -193,567                     | 8,180,477                     | 8,173,186        | 7,291           |
| 2020           | -204,164                     | 8,175,163                     | 8,180,477        | -5,313          |
| 2021           | -1,190,240                   | 7,170,601                     | 8,175,163        | -1,004,563      |
| 2022 YTD       | -182,336                     | 7,173,511                     | 7,170,601        | 2,910           |

■ Total value of your portfolio  
■ Cum. net deposits and withdrawals

### YOUR PORTFOLIO VALUE

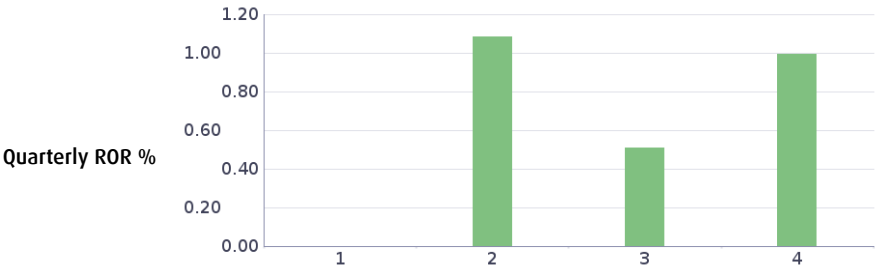


Money-weighted rates of return as of December 31, 2022

Quarterly Returns are displayed once the account has been opened and funded for a full quarter

| 2022 Quarters                  | 1st  | 2nd  | 3rd  | 4th  |
|--------------------------------|------|------|------|------|
| Quarterly rates of return (%)  | 0.00 | 1.08 | 0.51 | 0.99 |
| Cumulative rates of return (%) | 0.00 | 1.08 | 1.59 | 2.59 |

YEAR-TO-DATE PERFORMANCE



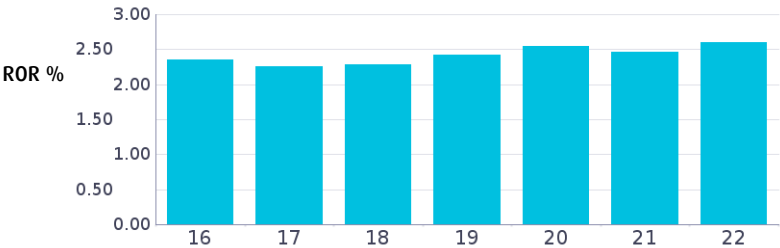
Calendar Year Returns are displayed once the account has been opened and funded for a full calendar year

| Calendar years      | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---------------------|------|------|------|------|------|------|------|
| Rates of return (%) | 2.59 | 2.45 | 2.54 | 2.41 | 2.28 | 2.25 | 2.35 |

| Years   | 1 year | 2 year | 3 year | 4 year | 5 year | 6 year | 7 year |
|---|--------|--------|--------|--------|--------|--------|--------|
| Average annual compound rates of return for the period ending Dec 31,2022 (%) | 2.59   | 2.52   | 2.52   | 2.49   | 2.45   | 2.41   | 2.40*  |

CALENDAR YEARS PERFORMANCE



\* The Money-Weighted Return Start Date is January 01, 2016.

This report is for your information only. We calculate your rates of return on a total return basis, which includes price changes, dividend and interest income, and accrued interest. We obtained the information in this report from sources that we believe are reliable. Some of the information in this report may be based on information you gave us or information from third parties. You must not use or rely on the information in this report for tax purposes or as an official statement of your performance. If you do, we're not liable for any loss that results. We don't represent or warrant the information in this report and we're not liable for any errors or omissions in it. Some of the positions shown on this statement may be held at other financial institutions and may not be covered by the Canadian Investor Protection Fund. For more information about which positions are covered by the Canadian Investor Protection Fund, including which positions are held in segregation, see your monthly statements. Please contact your Investment Advisor if you have any questions about this report. ®"BMO (M-bar roundel symbol)" is a registered trade-mark of Bank of Montreal, used under license. ®"Nesbitt Burns" is a registered trade-mark of BMO Nesbitt Burns Inc. BMO Nesbitt Burns Inc. is a wholly-owned subsidiary of Bank of Montreal. BMO Wealth Management is the brand name for a business group consisting of Bank of Montreal and certain of its affiliates, including BMO Nesbitt Burns Inc., in providing wealth management products and services.

# Your performance report

as of December 31, 2022

## Overview of your portfolio in Canadian \$

| Account   | Name                          | Type      | Your account performance start date | Value on Dec 31, 2022 | Income Earned for 12 months |
|---|-------------------------------|-----------|-------------------------------------|-----------------------|-----------------------------|
| 495-19066   | RENFREW COUNTY HOUSING CORP., | Corporate | Nov 6, 2013                         | 200,000               | 2,900                       |
| Accrued interest                                    |                               |           |                                     | \$1,017               |                             |
| <b>Total value of your portfolio in Canadian \$</b> |                               |           |                                     | <b>\$201,017</b>      |                             |

## Questions?

### Castledine Wealth Advisory Group

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susan.rimac@nbpcd.com

## Your portfolio activity summary

|   |                  |
|---|------------------|
| Total value of your portfolio on Dec 31, 2021 | \$200,294        |
| Net deposits and withdrawals                  | -\$2,900         |
| Investment growth / loss                      | \$3,623          |
| <b>Total value on Dec 31, 2022</b>            | <b>\$201,017</b> |

## Rates of return of your portfolio

|                 |       |
|-----------------|-------|
| Year-to-date    | 1.82% |
| 3 months        | 0.72% |
| 12 months       | 1.82% |
| 3 years         | 1.70% |
| 5 years         | 1.96% |
| Since inception | 2.15% |

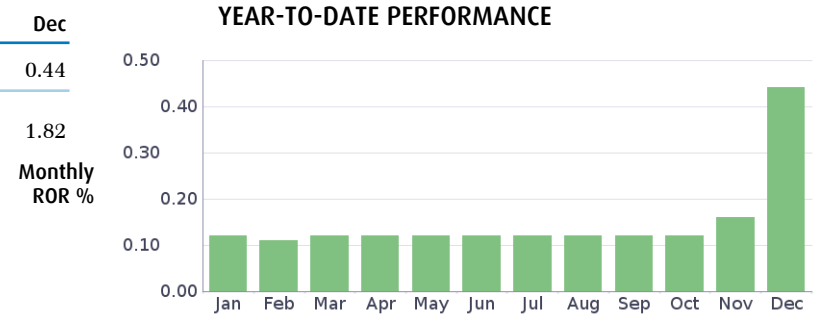
## Change in value of your portfolio

|                                |                            | <b>A</b><br>Net deposits<br>and withdrawals | <b>B</b><br>Value | <b>C</b><br>Accrued<br>interest | <b>B + C</b><br>Total value | <b>D*</b><br>Change in<br>value | <b>D - A</b><br>Investment<br>growth / loss |
|--------------------------------|----------------------------|---|-------------------|---------------------------------|-----------------------------|---------------------------------|---|
| <b>Previous calendar years</b> |                            |   |                   |                                 |                             |                                 |   |
| Nov 6, 2013                    | <b>Initial value</b>       | 1,000,000                                   | 1,000,000         |                                 | 1,000,000                   |                                 |   |
| Dec 31, 2013                   |                            |   | 1,000,000         | 3,228                           | 1,003,228                   | 3,228                           | 3,228                                       |
| Dec 31, 2014                   |                            | -21,960                                     | 1,000,000         | 3,292                           | 1,003,292                   | 64                              | 22,024                                      |
| Dec 31, 2015                   |                            | -424,566                                    | 600,000           | 1,941                           | 601,941                     | -401,351                        | 23,215                                      |
| Dec 31, 2016                   |                            | -15,227                                     | 600,000           | 1,941                           | 601,941                     |                                 | 15,227                                      |
| Dec 31, 2017                   |                            | -415,623                                    | 200,000           | 554                             | 200,554                     | -401,387                        | 14,236                                      |
| Dec 31, 2018                   |                            | -4,700                                      | 200,000           | 554                             | 200,554                     |                                 | 4,700                                       |
| Dec 31, 2019                   |                            | -4,700                                      | 200,000           | 554                             | 200,554                     |                                 | 4,700                                       |
| Dec 31, 2020                   |                            | -4,713                                      | 200,000           | 214                             | 200,214                     | -340                            | 4,373                                       |
| Dec 31, 2021                   |                            | -2,110                                      | 200,000           | 294                             | 200,294                     | 80                              | 2,190                                       |
| <b>Current calendar year</b>   |                            |   |                   |                                 |                             |                                 |   |
| Dec 31, 2021                   | <b>Opening value</b>       |   | 200,000           | 294                             | 200,294                     |                                 |   |
| Mar 31, 2022                   |                            |   | 200,000           | 1,009                           | 201,009                     |                                 |   |
| Jun 30, 2022                   |                            |   | 200,000           | 1,732                           | 201,732                     |                                 |   |
| Sep 30, 2022                   |                            |   | 200,000           | 2,463                           | 202,463                     |                                 |   |
| Nov 30, 2022                   |                            | -2,900                                      | 200,000           | 141                             | 200,141                     |                                 |   |
| Dec 31, 2022                   |                            |   | 200,000           | 1,017                           | 201,017                     |                                 |   |
| Dec 31, 2022                   | <b>Year-to-date totals</b> | <b>-\$2,900</b>                             | <b>\$200,000</b>  | <b>\$1,017</b>                  | <b>\$201,017</b>            | <b>\$723</b>                    | <b>\$3,623</b>                              |
|                                | <b>Since inception</b>     | <b>\$103,502</b>                            |                   |                                 |                             |                                 | <b>\$97,515</b>                             |

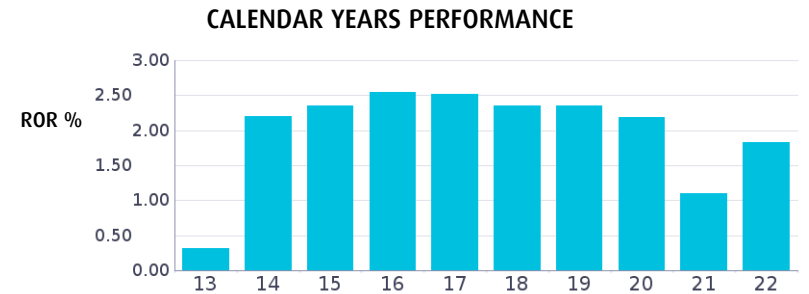
\*Change in value signifies the difference in value from the previous year.

## Time-weighted rates of return as of December 31, 2022

| Period 2022                               | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul           | Aug  | Sep  | Oct  | Nov  | Dec  |
|---|------|------|------|------|------|------|---------------|------|------|------|------|------|
| Monthly rates of return (%)               | 0.12 | 0.11 | 0.12 | 0.12 | 0.12 | 0.12 | 0.12          | 0.12 | 0.12 | 0.12 | 0.16 | 0.44 |
| Compound year-to-date rates of return (%) | 0.12 | 0.23 | 0.36 | 0.48 | 0.60 | 0.72 | 0.84          | 0.96 | 1.08 | 1.21 | 1.37 | 1.82 |
| 2022 Quarters                             | 1st  | 2nd  | 3rd  |      | 4th  |      | Monthly ROR % |      |      |      |      |      |
| Quarterly rates of return (%)             | 0.36 | 0.36 | 0.36 |      | 0.72 |      |               |      |      |      |      |      |
| Cumulative rates of return (%)            | 0.36 | 0.72 | 1.08 |      | 1.82 |      |               |      |      |      |      |      |



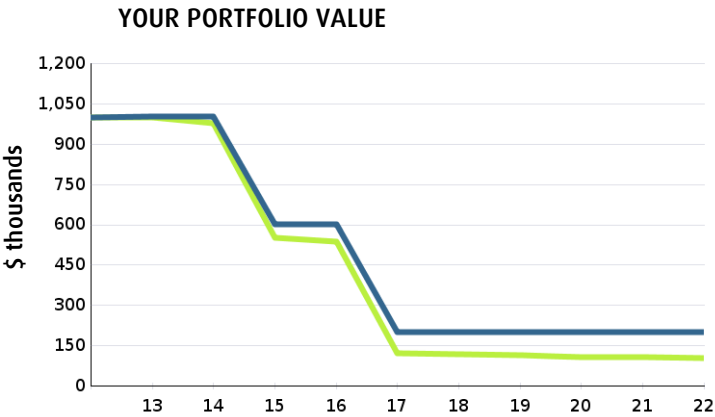
| Calendar years   | 2022          | 2021           | 2020   | 2019   | 2018   | 2017   | 2016   | 2015   |
|--|---------------|----------------|--------|--------|--------|--------|--------|--------|
| Rates of return (%)  | 1.82          | 1.10           | 2.18   | 2.35   | 2.35   | 2.51   | 2.54   | 2.35   |
|  | <b>2014</b>   | <b>2013</b>    |        |        |        |        |        |        |
|  | 2.20          | 0.32*          |        |        |        |        |        |        |
| Years  | 1 year        | 2 year         | 3 year | 4 year | 5 year | 6 year | 7 year | 8 year |
| Average annual compound rates of return for the period ending Dec 31, 2022 (%) | 1.82          | 1.45           | 1.70   | 1.86   | 1.96   | 2.05   | 2.12   | 2.15   |
|  | <b>9 year</b> | <b>10 year</b> |        |        |        |        |        |        |
|  | 2.15          | 2.15*          |        |        |        |        |        |        |



| Calendar years | Net deposits and withdrawals | Total value of your portfolio | Previous balance | Change in value |
|----------------|------------------------------|-------------------------------|------------------|-----------------|
| 2013           | 1,000,000                    | 1,003,228                     |                  |                 |
| 2014           | -21,960                      | 1,003,292                     | 1,003,228        | 64              |
| 2015           | -424,566                     | 601,941                       | 1,003,292        | -401,351        |
| 2016           | -15,227                      | 601,941                       | 601,941          |                 |
| 2017           | -415,623                     | 200,554                       | 601,941          | -401,387        |

| Calendar years | Net deposits and withdrawals | Total value of your portfolio | Previous balance | Change in value |
|----------------|------------------------------|-------------------------------|------------------|-----------------|
| 2018           | -4,700                       | 200,554                       | 200,554          |                 |
| 2019           | -4,700                       | 200,554                       | 200,554          |                 |
| 2020           | -4,713                       | 200,214                       | 200,554          | -340            |
| 2021           | -2,110                       | 200,294                       | 200,214          | 80              |
| 2022 YTD       | -2,900                       | 201,017                       | 200,294          | 723             |

■ Total value of your portfolio  
■ Cum. net deposits and withdrawals



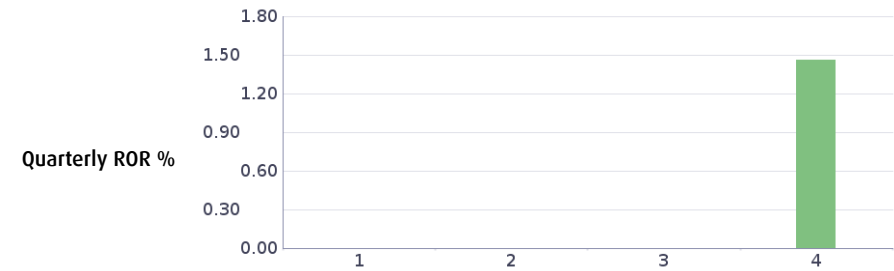
\* - partial period.

## Money-weighted rates of return as of December 31, 2022

Quarterly Returns are displayed once the account has been opened and funded for a full quarter

| 2022 Quarters                  | 1st  | 2nd  | 3rd  | 4th  |
|--------------------------------|------|------|------|------|
| Quarterly rates of return (%)  | 0.00 | 0.00 | 0.00 | 1.46 |
| Cumulative rates of return (%) | 0.00 | 0.00 | 0.00 | 1.45 |

### YEAR-TO-DATE PERFORMANCE



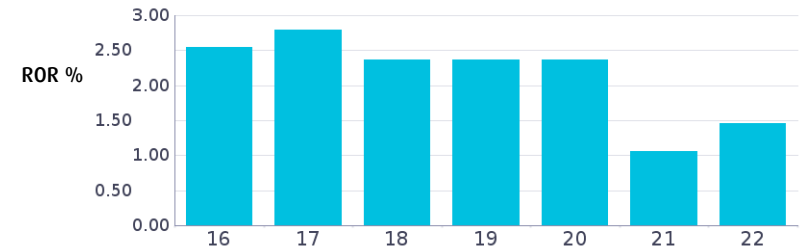
Calendar Year Returns are displayed once the account has been opened and funded for a full calendar year

| Calendar years      | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---------------------|------|------|------|------|------|------|------|
| Rates of return (%) | 1.45 | 1.06 | 2.36 | 2.36 | 2.36 | 2.78 | 2.54 |

| Years  | 1 year | 2 year | 3 year | 4 year | 5 year | 6 year | 7 year |
|--|--------|--------|--------|--------|--------|--------|--------|
| Average annual compound rates of return for the period ending Dec 31, 2022 (%) | 1.45   | 1.25   | 1.63   | 1.81   | 1.93   | 2.25   | 2.33*  |

### CALENDAR YEARS PERFORMANCE



\* The Money-Weighted Return Start Date is January 01, 2016.



This report is for your information only. We calculate your rates of return on a total return basis, which includes price changes, dividend and interest income, and accrued interest. We obtained the information in this report from sources that we believe are reliable. Some of the information in this report may be based on information you gave us or information from third parties. You must not use or rely on the information in this report for tax purposes or as an official statement of your performance. If you do, we're not liable for any loss that results. We don't represent or warrant the information in this report and we're not liable for any errors or omissions in it. Some of the positions shown on this statement may be held at other financial institutions and may not be covered by the Canadian Investor Protection Fund. For more information about which positions are covered by the Canadian Investor Protection Fund, including which positions are held in segregation, see your monthly statements. Please contact your Investment Advisor if you have any questions about this report. ®"BMO (M-bar roundel symbol)" is a registered trade-mark of Bank of Montreal, used under license. ®"Nesbitt Burns" is a registered trade-mark of BMO Nesbitt Burns Inc. BMO Nesbitt Burns Inc. is a wholly-owned subsidiary of Bank of Montreal. BMO Wealth Management is the brand name for a business group consisting of Bank of Montreal and certain of its affiliates, including BMO Nesbitt Burns Inc., in providing wealth management products and services.

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Tel: 416-326-4000  
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Toronto ON M7A 2S9  
Tél.: 416-326-4000  
Téléc.: 416-326-4007



Our Reference #: M-2023-2275

March 24, 2023

Dear Heads of Council, Municipal Chief Administrative Officers, and Clerks:

I am pleased to write to you today to provide an update on modernization initiatives in Ontario's *Provincial Offences Act* (POA) courts.

On November 23, 2022, proposed amendments to the POA aimed at modernizing and streamlining processes in POA courts were introduced in the Ontario Legislature as Schedule 8 under Bill 46, the *Less Red Tape, Stronger Ontario Act, 2023*. I am happy to advise that Bill 46 received Royal Assent on March 22, 2023.

As a result, the following changes to the POA have been approved:

#### Implementation of Amendments to Allow for Clerk Review of Reopening Applications

Currently, the POA allows a defendant convicted of either failing to respond to a charge laid by certificate of offence or of failing to appear for a hearing or early resolution meeting, to apply to have the conviction struck and the matter reopened. Such applications are currently reviewed by a justice of the peace and may be granted if the justice of the peace is satisfied that, through no fault of their own, the defendant was unable to appear for a hearing or an early resolution meeting or did not receive a notice or document relating to the offence.

Effective September 22, 2023, clerks of the court will grant, but not deny, applications to strike a conviction on a ticket, if satisfied that the defendant, through no fault of their own, missed a notice or was unable to attend a meeting or hearing related to the ticket. If the clerk is not able to grant the application and strike the conviction, the clerk must forward the application to a justice of the peace to make the determination whether to grant or deny the request for a reopening.

These amendments will assist municipalities in recovering from the disruption of court operations created by the pandemic by freeing up judicial time and allowing municipal court staff to address the backlog of cases more quickly.

#### Repeal of the Bill 177 Early Resolution Reforms

Effective March 22, 2023, amendments to section 5.1 of the POA, together with previously proposed sections 5.2 to 5.5 are repealed, although they had not yet come into force. These previously proposed amendments would have changed the "early resolution" process in ways that are no longer desired by stakeholders.

.../2

The Ministry of the Attorney General looks forward to continuing engagement with partners and stakeholders on new opportunities for modernizing the early resolution process.

If you have any questions, or if you would like more information about these initiatives, please contact Ms. Wendy Chen, Manager of the POA Unit, either by email at [JUS.G.MAG.POASupport@ontario.ca](mailto:JUS.G.MAG.POASupport@ontario.ca) or by telephone at (437) 244-8733.

Thank you for your continued commitment to the administration of justice and for supporting access to justice services for all Ontarians.

Sincerely,

A handwritten signature in black ink that reads "Doug Downey". The signature is fluid and cursive, with the first name "Doug" and last name "Downey" clearly distinguishable.

Doug Downey  
Attorney General

c: Wendy Chen, Manager, POA Unit, Court Services Division, Ministry of the Attorney General

# County of Renfrew

## Staff Engagement Survey De-Brief

**Presented By:**

Greg Belmore, CPA, CA

Human Resources – Corporate Services



**County of**  
**Renfrew**  
Ontario . Canada

*Experience Our History, Share Our Future!*

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

# Background

- CAO and SLT requested Human Resources to launch an engagement survey to capture feedback on the experiences of County employees in a number of key areas
- Survey was launched October 21<sup>st</sup>, 2022 and closed on November 30<sup>th</sup>, 2022
- Human Resources compiled, analyzed and interpreted the results derived from 392 survey responses
- Demographics and organizational analysis provided to CAO
- Each Department Head has received organizational demographics and departmental analysis for their department
- CAO received all departmental analyses

# Common Themes

- Work/Life Balance & Wellness
- Manager Relationship
- Talent Attraction & Retention
- Career Development and Planning
- Organizational Awareness & Connectedness
- County Culture & Pride

# Work/Life Balance & Wellness

- **64%** of survey respondents said they would like to work more hours per day and less days per week
- **86%** of survey respondents said flexible work arrangements would provide them with a better work/life balance
- **84%** of survey respondents said flexible work arrangements would allow them to do their best work
- **65%** survey respondents felt their work had negatively impacted their mental health in the past 12 months
- **39%** of survey respondents felt the County prioritizes the work/life balance of its workforce
- **47%** of survey respondents felt the County prioritizes employee health and wellness

# Proposal: Alternative Work Arrangements

- Pilot the use of alternative work arrangements, including:
  - Reduced hours (i.e. 0.5 FTE or 0.8 FTE)
  - Compressed work week (i.e. 4 days at ~ 8.5 hours)
  - Telecommuting (i.e. WFH when required or on certain days)
  - Flextime (i.e. altering work day start/end times)
- Monitor arrangements diligently
  - Weekly or daily check-ins
- Set clear expectations on responsiveness, accessibility, productivity and confidentiality
- Service availability must not wane
- Must be specific on duration
  - Permanent
  - Temporary



# Manager Relationship

- **53%** of survey respondents said their manager provides them with regular feedback
- **59%** of survey respondents said their manager keeps them informed on department goals and objectives
- **60%** of survey respondents said they were satisfied with the methods of communication used by their manager
- **61%** of survey respondents said that their manager has helped them succeed in their role
- **61%** of survey respondents said that their manager follows through on their commitments
- **64%** of survey respondents said that their manager cares about their well-being

# Proposal: Management Training Curriculum

- Deliver robust 2-day Management Training Curriculum:
  - Employment Legislation
  - Health & Safety
  - Employee Relations
  - Labor Relations
  - Communication
  - Development
  - Performance
  - Culture and Work Environment
- Annually delivered and new managers are required to attend

# Talent Attraction & Retention

- **38%** of survey respondents felt the County excels at retaining our talent
- **43%** of survey respondents felt that the County excels at attracting talent to the organization
- **39%** of survey respondents felt that the County understands the needs of its workforce
- **60%** of survey respondents said they thought about leaving the County in the past 12 months

# Proposal: Recognition & Referral Programs

- Launch Recognition Program
  - Employees across the organization can be nominated by their peers or managers for exemplary performance and demonstration of County values
  - Awards are ~\$50 in value
  - Nominations are vetted by a review committee quarterly
  - Maximum of 5 winners (1 per County value) per quarter (20 awards in a year)
- Launch Referral Program
  - Pilot program in LTC
  - Referral incentives between \$75-250 based on employee type
  - Referred employee must complete probation to be eligible
  - Candidates must declare if they were referred during recruitment process
  - Must be actively employed to be paid the referral incentive

# Career Development & Planning

- **47%** of survey respondents said they felt there were leadership opportunities available to them
- **36%** of survey respondents said someone had taken an interest in their long-term career at the County
- **44%** of survey respondents said they had been mentored by someone since joining the County

# Proposal 4: Career & Development Plans

- All staff have a Development Plan that is updated annually
  - Staff set learning objectives to achieve based on the objectives of their department and their career path
  - Performance appraisal addresses commitment to self-development
  - Performance appraisal for manager / supervisor addresses commitment to development of direct reports
- Ties into pending changes to performance management / Learning and development frameworks and HRIS implementation

# Organizational Awareness & Connectedness

- **50%** of survey respondents felt the County is transparent with decisions that affect them
- **93%** of survey respondents want regular communication from SLT on matters that affect them

# Proposal 5: Quarterly All Staff Meetings

- All staff meetings hosted by SLT and CAO
  - Held via zoom
  - Option to submit anonymous questions
  - Connects Strategic Plan set by Council to Departmental Objectives
  - Announce major initiatives or upcoming projects
  - Expose staff to various departments and their mandate



# County Culture & Pride

- **83%** of survey respondents said they were proud to work for the County of Renfrew
- **83%** of survey respondents said they were motivated to go above and beyond for the residents of Renfrew County
- **93%** of survey respondents said they felt their work was meaningful to the residents of Renfrew County
- **78%** of survey respondents said they would recommend the County's services to family and friends
- **79%** of survey respondents said their colleagues embody the County's mission

# Proposal 6: Promoting the County

- Videos promoting various positions at the County of Renfrew:
  - Paramedic
  - PSW, RPN
  - Truck Equipment Operator
  - Planner
  - Housing Caseworker, Ontario Works Agent
- County podcast or YouTube series
  - Create a window into municipal government for those seeking to understand how the upper-tier serves residents
  - Showcase municipal workers and capture their unique experiences, skills and talents
  - Push traditional boundaries for municipal government



**COUNTY OF RENFREW**

**BY-LAW NUMBER -23**

**A BY-LAW TO SET TAX RATIOS FOR COUNTY PURPOSES AND  
LOWER-TIER PURPOSES FOR THE YEAR 2023**

---

WHEREAS it is necessary for the Council of the County of Renfrew, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended, to establish the tax ratios for 2023 for the County of Renfrew and its lower-tier municipalities;

AND WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class;

AND WHEREAS the property classes have been prescribed by the Minister of Finance under the *Assessment Act, R.S.O. 1990, c.A.31*, as amended, and Regulations thereto.

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

1. THAT for the taxation year 2023, the tax ratio for property in:
  - (a) the residential property class is 1.000000;
  - (b) the multi-residential property class is 1.943600;
  - (c) the new multi-residential property class is 1.000000;
  - (d) the commercial property class is 1.814700;
  - (e) the industrial property class is 2.466904;
  - (f) the large industrial property class is 2.782032;
  - (g) the pipelines property class is 1.332800;
  - (h) the farm property class is 0.250000;
  - (i) the managed forest property class is 0.250000;
  - (j) the landfill property class is 1.189066.
2. THAT for purposes of this by-law, the commercial property class includes all commercial office property, shopping centre property and parking lot property.
3. THAT the large industrial optional property class applies within the County of Renfrew and its lower-tier municipalities.
4. This by-law shall come into force and take effect upon the passing thereof.

READ a first time this 26th day of April, 2023.

READ a second time this 26th day of April, 2023..

READ a third time and finally passed this 26th day of April, 2023.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

**COUNTY OF RENFREW**

**BY-LAW NUMBER - 23**

**A BY-LAW TO SET TAX RATE REDUCTIONS FOR PRESCRIBED PROPERTY SUBCLASSES FOR COUNTY PURPOSES AND FOR LOWER-TIER PURPOSES FOR THE YEAR 2023**

---

WHEREAS it is necessary for the Council of the County of Renfrew, pursuant to Section 313 of the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended, to establish tax rate reductions for prescribed property subclasses for 2023 for the County of Renfrew and its lower-tier municipalities;

AND WHEREAS the property subclasses subject to tax rate reductions are those prescribed under Section 8 of the *Assessment Act, R.S.O. 1990, c.A.31*, as amended;

AND WHEREAS Ontario Regulation 490/18, Amending O. REG. 580/17, states that for the purposes of subsection 313 (1.3) of the Act, the County of Renfrew is authorized to pass a by-law providing that a tax rate reduction in paragraph 2, 3, 4 or 5 of subsection 313 (1) of the Act does not apply for a taxation year after 2018;

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

1. THAT the tax rate reduction for:
  - (a) the excess land and vacant land subclasses in the commercial property class is 0%;
  - (b) the excess land and vacant land subclasses in the industrial property class is 0%;
  - (c) the excess land and vacant land subclasses in the large industrial property class is 0%;
  - (d) the first subclass of farmland awaiting development in the residential/farm, multi-residential, commercial or industrial property class is 65%;
  - (e) the second subclass of farmland awaiting development in the residential/farm, multi-residential, commercial or industrial property class is 0%.
2. THAT for purposes of this by-law;
  - (a) the commercial property class includes all commercial office property, shopping centre property and parking lot property;
  - (b) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development consist of land as defined in accordance with the Assessment Act, as amended, and the regulations thereto.
3. This by-law shall come into force and take effect upon the passing thereof.

READ a first time this 26th day of April, 2023.

READ a second time this 26th day of April, 2023.

READ a third time and finally passed this 26th day of April, 2023.

**COUNTY OF RENFREW**

**BY-LAW NUMBER -23**

**A BY-LAW TO ESTABLISH THE 2023 TAX RATES FOR  
COUNTY OF RENFREW PURPOSES**

---

WHEREAS the Council of the Corporation of the County of Renfrew shall in each year prepare and adopt estimates of the sums it requires during the year for the purposes of the municipal corporation pursuant to Section 289 of the *Municipal Act, 2001 S.O. 2001, c. 25*, as amended;

AND WHEREAS the Council of the Corporation of the County of Renfrew on February 22, 2023 adopted By-law Number 19-23, being a By-law to Adopt the Estimates for the Sums Required During the Year 2023 for General, Capital and All Purposes of the County of Renfrew;

AND WHEREAS Council adopted the sum of Fifty-Two Million, Eight Hundred and Ninety Three Thousand, Eight Hundred and Ninety-Six Dollars (\$52,893,896) as the estimate of the property tax levy required during the year 2023 for general, capital and all purposes of the Corporation of the County of Renfrew;

AND WHEREAS, pursuant to Section 311 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, provides that for purposes of raising the General County Levy, the Council of the County shall each year, by by-law, direct the Council of each lower-tier municipality to levy a separate rate, as specified in the by-law, on the assessment in each property class in the lower-tier municipality rateable for county purposes;

AND WHEREAS all property assessment rolls on which the 2023 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act*;

AND WHEREAS the tax ratios on the property classes prescribed pursuant to Section 7 of the *Assessment Act* and the regulations thereto (the "Prescribed Property Classes") for the 2023 taxation year have been set out by by-law by the Corporation of the County of Renfrew for the County and lower-tier purposes;

AND WHEREAS the subclass tax rate reductions on the property subclasses prescribed pursuant to Section 8 of the *Assessment Act* (the "Prescribed Property Subclasses") for the 2023 taxation year have been set out by by-law by the Corporation of the County of Renfrew for County and lower-tier purposes;

AND WHEREAS the tax rates on the Prescribed Property Classes and Prescribed Property Subclasses have been calculated in accordance with the provisions of the *Municipal Act, 2001* and the manner set out herein;

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

1. That for the year 2023 the rates to be applied on the taxable and payment-in-lieu assessment in each municipality rateable for County purposes shall be as follows:

|  |            |
|--|------------|
| Residential/Farm                       | 0.00391501 |
| Residential/Farm – Farmlands (Phase I) | 0.00137025 |
| Multi-Residential                      | 0.00760921 |
| Commercial - Occupied                  | 0.00710457 |
| Commercial - Vacant                    | 0.00710457 |
| Commercial - Farmlands (Phase I)       | 0.00137025 |
| Industrial - Occupied                  | 0.00965795 |
| Industrial - Vacant                    | 0.00965795 |
| Large Industrial - Occupied            | 0.01089168 |
| Large Industrial – Vacant              | 0.01089168 |
| Landfill - new                         | 0.00465520 |
| Pipelines                              | 0.00521792 |
| Farmlands                              | 0.00097875 |
| Managed Forests                        | 0.00097875 |

2. That for purposes of this by-law:
  - (a) the commercial property class includes all commercial office property, shopping centre property and parking lot property;
  - (b) the first subclass of farmland awaiting development and second subclass of farmland awaiting development consists of land as defined within the Assessment Act, as amended, and the regulations thereto.
3. The dollar amount to be raised for County purposes by each lower-tier municipality by application of the various tax rates so specified within this by-law on the taxable and payment-in-lieu assessment in each property class in the lower-tier municipality rateable for County purposes is as set out in Schedule “A” attached to and forming part of this by-law.
4. That the dollar amount to be raised for County purposes by each lower-tier as set out in Schedule “A” shall be paid to the County in accordance with County of Renfrew By-law 34-12.
5. That this by-law shall come into force and take effect upon the passing thereof.

READ a first time this 26th day of April, 2023.

READ a second time this 26th day of April, 2023

READ a third time and finally passed this 26th day of April, 2023.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

**PROPERTY TAXATION FOR COUNTY PURPOSES:**

| <b>MUNICIPALITY</b>          | <b><u>TAXABLE<br/>ASSESSMENT</u></b> | <b><u>PAYMENT-IN-LIEU<br/>ASSESSMENT</u></b> | <b><u>TOTAL</u></b> | <b><u>% OF TOTAL</u></b> |
|------------------------------|--------------------------------------|--|---------------------|--------------------------|
| <b>TOWNS</b>                 |                                      |  |                     |                          |
| ARNPRIOR                     | 4,811,158                            | 32,203                                       | 4,843,361           | 9.2%                     |
| DEEP RIVER                   | 2,528,641                            | 36,834                                       | 2,565,475           | 4.9%                     |
| LAURENTIAN HILLS             | 1,664,940                            | 198,441                                      | 1,863,381           | 3.5%                     |
| PETAWAWA                     | 6,607,738                            | 2,865,328                                    | 9,473,066           | 17.9%                    |
| RENFREW                      | 3,423,342                            | 152,262                                      | 3,575,604           | 6.8%                     |
| Sub-Total                    | 19,035,819                           | 3,285,068                                    | 22,320,887          | 42.2%                    |
| <b>TOWNSHIPS</b>             |                                      |  |                     |                          |
| ADMASTON/BROMLEY             | 1,442,664                            | 4,148  | 1,446,812           | 2.7%                     |
| BONNECHERE VALLEY            | 2,107,301                            | 24,775                                       | 2,132,076           | 4.0%                     |
| BRUDENELL, LYNDON RAGLAN     | 934,745                              | 44,802                                       | 979,547             | 1.9%                     |
| GREATER MADAWASKA            | 3,341,478                            | 59,864                                       | 3,401,342           | 6.4%                     |
| HEAD, CLARA & MARIA          | 847,202                              | 130,154                                      | 977,356             | 1.8%                     |
| HORTON                       | 1,831,811                            | 1,448  | 1,833,259           | 3.5%                     |
| KILLALOE, HAGARTY & RICHARDS | 1,480,581                            | 35,893                                       | 1,516,474           | 2.9%                     |
| LAURENTIAN VALLEY            | 5,259,523                            | 72,226                                       | 5,331,749           | 10.1%                    |
| MADAWASKA VALLEY             | 3,204,599                            | 63,531                                       | 3,268,130           | 6.2%                     |
| McNAB/BRAESIDE               | 4,019,035                            | 11,104                                       | 4,030,139           | 7.6%                     |
| NORTH ALGONA WILBERFORCE     | 1,907,162                            | 12,998                                       | 1,920,160           | 3.6%                     |
| WHITEWATER REGION            | 3,693,376                            | 42,589                                       | 3,735,965           | 7.1%                     |
| Sub-Total                    | 30,069,477                           | 503,532                                      | 30,573,009          | 57.8%                    |
| <b>TOTAL</b>                 | <b>49,105,296</b>                    | <b>3,788,600</b>                             | <b>52,893,896</b>   | <b>100.0%</b>            |



**COUNTY OF RENFREW**

**BY-LAW NUMBER ~~37~~ - 23**

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

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

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

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

1. That the following amended policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
  - H-03 Employee Referral Bonus Program
  - H-04 Employee Recognition Program
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this ~~29th~~ 26<sup>th</sup> day of ~~March~~ April, 2023.

READ a second time this ~~29th~~ 26<sup>th</sup> day of ~~March~~ April, 2023.

READ a third time and finally passed ~~29th~~ 26<sup>th</sup> day of ~~March~~ April, 2023.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

| Corporate Policies and Procedures                 |                         |                           |  |                          |
|---|-------------------------|---------------------------|--|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources             |                         |                           |  | <b>POLICY #:</b><br>H-03 |
| <b>POLICY:</b><br>Employee Referral Bonus Program |                         |                           |  |                          |
| <b>DATE<br/>CREATED:</b><br>April/23              | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>Long-Term Care Homes | <b>PAGE #:</b><br>1 of 3 |

## POLICY STATEMENT

We recognize that our existing employees are a good judge in the potential suitability of prospective new employees. The purpose of this policy is to reward existing employees with a referral bonus for introducing prospective employees to the county who are successfully hired and meet the required conditions outlined in this policy.

## POLICY SCOPE

The employee referral bonus program rewards applies to all county employees who refers a candidate for one of the long-term care homes. This policy covers the following content:

- Program Overview
- Milestones
- Conditions

## DEFINITIONS

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

**Referrer** means a current employee who refers another person for potential employment.

## POLICY CONTENT

### Program Overview

1. The County will pay a bonus to every employee who refers another person for employment with a long-term care home and is successfully hired at the home.
2. An additional bonus is paid to the employee when the referred individual reaches their probationary milestone.
3. All active employees are eligible to participate in our referral program.

| Corporate Policies and Procedures                 |                         |                           |  |                          |
|---|-------------------------|---------------------------|--|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources             |                         |                           |  | <b>POLICY #:</b><br>H-03 |
| <b>POLICY:</b><br>Employee Referral Bonus Program |                         |                           |  |                          |
| <b>DATE<br/>CREATED:</b><br>April/23              | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>Long-Term Care Homes | <b>PAGE #:</b><br>2 of 3 |

4. Hiring managers and supervisor cannot refer anyone for a position for which they are directly or indirectly responsible for. But they can refer someone for a position that is in a different department, office or function.
5. Anyone can be referred that may be a good fit for a current or future vacancy with one of the long-term care homes.

## Milestones

The following milestones outline the referral bonus program for each type of hire at a long-term care home facility:

For a new permanent full-time employee referral:

- i. If your referral is hired and commences employment, you will receive \$75.
- ii. Upon the referral's successful completion of the probationary period (six (6) months from the date of hire for all CUPE 1508/3586 members and seventy (70) tours for all ONA 049 members), you will receive an additional \$125.

For a new permanent part-time employee referral:

- i. If your referral is hired and commences employment, you will receive \$50.
- ii. Upon the referral's successful completion of the probationary period (920 hours from the date of hire for all CUPE 1508/3586 members and seventy (70) tours for all ONA 049 members), you will receive an additional \$50.

For a new permanent casual/relief employee referral:

- i. If your referral is hired and commences employment, you will receive \$25.
- ii. Upon the referral's successful completion of the probationary period (920 hours from the date of hire for all CUPE 1508/3586 members and seventy (70) tours for all ONA 049 members), you will receive an additional \$50.

| Corporate Policies and Procedures                 |                         |                           |  |                          |
|---|-------------------------|---------------------------|--|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources             |                         |                           |  | <b>POLICY #:</b><br>H-03 |
| <b>POLICY:</b><br>Employee Referral Bonus Program |                         |                           |  |                          |
| <b>DATE<br/>CREATED:</b><br>April/23              | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>Long-Term Care Homes | <b>PAGE #:</b><br>3 of 3 |

### Conditions

- a. You must be an active employee at the time of payout to receive the referral bonus.
- b. There is no cap on the number of referrals an employee can make. All bonuses will be paid accordingly.
- c. Employees will be paid referral bonuses within 30 days of their referral meeting qualifications.
- d. If two or more employees refer the same candidate, only the first referrer will receive the referral bonus.
- e. Referrers are still eligible for the bonus even if a candidate is hired at a later time or gets hired for another position.
- f. The County reserves the right to modify or suspend the referral program at any time. Employees who referred candidates before the reward program was suspended or terminated will still receive the appropriate bonus.
- g. To avoid any disputes on who referrer identity is, it will be the responsibility of the referrer to submit to their supervisor in writing or by email the name of the person who has been referred.

| Corporate Policies and Procedures              |                         |                           |                                   |                          |
|--|-------------------------|---------------------------|-----------------------------------|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources          |                         |                           |                                   | <b>POLICY #:</b><br>H-04 |
| <b>POLICY:</b><br>Employee Recognition Program |                         |                           |                                   |                          |
| <b>DATE<br/>CREATED:</b><br>April/23           | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>All Employees | <b>PAGE #:</b><br>1 of 5 |

## POLICY STATEMENT

Employee recognition is the acknowledgement of an individual or team's behaviour, effort and accomplishments that support the County's goals and values. The County of Renfrew's Employee Recognition Program is a way for us to promote a workplace culture that strives to recognize and appreciate the commitment, dedication and contributions of all employees at the County of Renfrew.

## POLICY SCOPE

This policy governs the County of Renfrew's employee recognition practices and is applicable to all employees. This policy covers the following content:

- Program overview
- Award categories
- Nomination information

## POLICY CONTENT

### Program Overview

- Staff, managers, directors, Council members, patients, residents and families will all be able to recognize and nominate any County of Renfrew staff member (or group of staff) for demonstrating behaviours that are beyond the expectations and related to one or more of the County's values.
- Once per quarter, nominations are reviewed by a committee to select one winner (or nominated department/team) from each of the award categories (5 winners per quarter). Prize value equivalent to \$50.
- The nomination committee will be appointed by the Chief Administrative Office (CAO).

| Corporate Policies and Procedures              |                         |                           |                                   |                          |
|--|-------------------------|---------------------------|-----------------------------------|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources          |                         |                           |                                   | <b>POLICY #:</b><br>H-04 |
| <b>POLICY:</b><br>Employee Recognition Program |                         |                           |                                   |                          |
| <b>DATE<br/>CREATED:</b><br>April/23           | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>All Employees | <b>PAGE #:</b><br>2 of 5 |

- Annually, a draw will be made from all the nominations during the year and there will be one winner of the grand prize. Prize value equivalent to \$500.
- The recognition should be:
  - Timely – take action on the nomination right after a positive action or behaviour has taken place.
  - Sincere – mean what you say.
  - Relevant – the acknowledgement should be equal to the success.
  - Meaningful – the recognition is in alignment with the County's values.
  - Specific – attach the recognition to a specific action or behaviour that you observed or was observed by someone else.

### Award Categories

- Honesty and Integrity
  - An employee/department/team that values honesty and ethical conduct in business dealings including the way individuals treat one another and handle confidential information.
- Professionalism
  - An employee/department/team that has demonstrated dedication to enhance the professionalism of our employees by continuously expanding their knowledge, raising their standards of service delivery and conducting themselves responsibly.
- Client Service Orientation
  - An employee/department/team that displays excellence in internal and/or external customer service, consistently going above and beyond for the internal and/or external customer.
- Focus on Results
  - An employee/department/team that works to set organizational and/or individual objectives, works to excel and to increase one's effectiveness on the jobs. Maintains a focus on the task and desired results. Identifies

| Corporate Policies and Procedures              |                         |                           |                                   |                          |
|--|-------------------------|---------------------------|-----------------------------------|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources          |                         |                           |                                   | <b>POLICY #:</b><br>H-04 |
| <b>POLICY:</b><br>Employee Recognition Program |                         |                           |                                   |                          |
| <b>DATE<br/>CREATED:</b><br>April/23           | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>All Employees | <b>PAGE #:</b><br>3 of 5 |

opportunities for continuous improvement departmentally and/or corporately.

- Teamwork
  - An employee/department/team that listens to and values the ideas of others. They demonstrate commitment to coordination, open communication and knowledge transfer.

#### **Nomination Information**

- Nomination forms are available on the County website, on the Staff Intranet and from Human Resources. (Appendix A)
- Submissions can be made at anytime throughout the year.
- The Chief Administrative Office (CAO) will send an email each quarter to announce the winning employees/team/department in each of the award categories.
- Nominations must be received by the last day of the quarter to be included in the draw for that quarter.
- Employees/departments/teams nominated but not successful at winning in the nominated quarter will be informed of their nomination and thanking them for their commitment to the County.

| Corporate Policies and Procedures              |                         |                           |                                   |                          |
|--|-------------------------|---------------------------|-----------------------------------|--------------------------|
| <b>DEPARTMENT:</b><br>Human Resources          |                         |                           |                                   | <b>POLICY #:</b><br>H-04 |
| <b>POLICY:</b><br>Employee Recognition Program |                         |                           |                                   |                          |
| <b>DATE<br/>CREATED:</b><br>April/23           | <b>REVIEW<br/>DATE:</b> | <b>REVISION<br/>DATE:</b> | <b>COVERAGE:</b><br>All Employees | <b>PAGE #:</b><br>4 of 5 |



## County of Renfrew Employee Recognition Nomination Form

Nominee(s) Name:

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Nominee Department: \_\_\_\_\_ (e.g. Community Services, Bonnechere Manor or Corporate Services)

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

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

Which competency did the nominee(s) go above and beyond to demonstrate?

- ☐ Honesty and Integrity
- ☐ Professionalism
- ☐ Client Services Orientation
- ☐ Focus on Results
- ☐ Teamwork

Description:

Please include as much detail as to how the nominee(s) went above and beyond in demonstrating one or more of the competencies checked off above.

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