



COUNTY COUNCIL

10:00 A.M., WEDNESDAY, APRIL 26, 2023

AGENDA

1. Call to Order.
2. Land Acknowledgment.
3. Moment of Silent Reflection.
4. National Anthem.
5. Roll Call.
6. Disclosure of Pecuniary Interest and General Nature Thereof.
7. Adoption of the Minutes of February 22 and 23, 2023 (budget workshop) and March 29, 2023.
8. Warden's Address.
9. Delegations:
 - a) 10:15 a.m. - Dr. Robert Cushman, former Acting Medical Officer of Health, Renfrew County and District Health Unit and Ms. Leah Levesque, President and Executive Director, Arnprior Family Health Team to be presented with the Chief's Commendation and Plaque for their contributions during the COVID-19 pandemic and the development of the Renfrew County Virtual Triage and Assessment Centre. Dr. Jason Morgenstern, new Medical Officer of Health will also be in attendance.
 - b) 10:30 a.m. - Mr. Darrel O'Shaughnessy to provide an overview of the Arnprior and McNab Braeside Men's Shed Program.
10. Correspondence.
11. Committee Reports:

		<u>Page</u>
10:45 a.m. – 10:55 a.m.	a) Community Services Committee	4
10:55 a.m. – 11:05 a.m.	b) Health Committee	30
11:05 a.m. – 11:30 a.m.	c) Development & Property Committee	179
11:30 a.m. – 11:45 a.m.	d) Operations Committee	296
11:45 a.m. – 12:00 p.m.	e) Finance & Administration Committee	336
12. Closed Meeting – a proposed or pending acquisition or disposition of land by the municipality or local board (Property Purchase) and to discuss information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them (Fibre Network Project).

13. By-laws:

- a) By-law 45-23 – A By-Law to Set Tax Ratios for County Purposes and Lower-Tier Purposes for the Year 2023.
- b) By-Law 46-23 - A By-Law to Set Tax Rate Reductions for Prescribed Property Subclasses for County Purposes and for Lower-Tier Purposes for the Year 2023.
- c) By-law 47-23 – A By-Law to Establish the 2023 Tax Rates for County of Renfrew Purposes.
- d) By-law 48-23 - A By-Law to Amend By-Law 63-03 Human Resources Corporate Policies and Procedures for the County of Renfrew.
- e) By-law 49-23 - A By-Law to Authorize the Warden and Clerk to enter into a Formal Agreement with the City of Pembroke and the Ottawa Valley Tourist Association with respect to ongoing Financial and Program participation in a Destination Marketing Organization (DMO) for a five-year term commencing on January 1, 2023.
- f) By-Law 50-23 - A By-Law to adopt Amendment No.35 to the Official Plan of the County of Renfrew.
- g) By-law 51-23 - A By-Law to appoint a Weed Inspector for the Corporation of the County of Renfrew.
- h) By-Law 52-23 - A By-Law for the Execution of Contract PWC-2023-31 Rehabilitation of County Structure B310 (Ski Hill Bridge).
- i) By-Law 53-23 - A By-Law to Restrict the weight of vehicles passing over Bridges in the County of Renfrew.
- j) By-Law 54-23 - A By-Law to establish Policy PW-02 – Bridges within the Jurisdiction of the Corporation of the County of Renfrew.
- k) By-Law 55-23 - A By-Law to enter into a Road Access Agreement on County Road 56 (Woito Station Road) with Tera Dojczman and Jacob Dojczman.
- l) By-law 56-23 - A By-Law to amend By-Law 7-21, being a By-Law to regulate the operation of Off-Road Vehicles on County of Renfrew Roads.
- m) By-law 57-23 - A By-Law for the Execution of Contract PWO-2023-03 for Pavement Marking.
- n) By-Law 58-23 - A By-Law Authorizing the Warden and Clerk to execute a Lease Agreement between the County of Renfrew and Carefor Health and Community Services for Office Space at 425 Cecelia Street, Pembroke, for the Renfrew County Virtual Triage and Assessment Centre.
- o) By-Law 59-23 - A By-Law to amend By-Law 30-22 being a By-Law authorizing the Warden and Clerk to Execute the Long- Term Care Service Accountability Agreement with Ontario Health.
- p) By-Law 60-23 - A By-Law to amend By-Law 31-22 being a By-Law authorizing the Warden and Clerk to Execute the Multi-Sector Service Accountability Agreement with Ontario Health for the Senior/Adult Day Program.
- q) By-law 61-23 - A By-Law to amend a By-Law 14-15 to authorize entering into Agreements with Child Care Agencies and Recreation Programs for Special Needs Resourcing Funding.
- r) By-law 62-23 - A By-Law to amend By-Law 50-17 - to authorize the County of Renfrew to enter into an Agreement with Licensed Home Child Care Service Providers.

- s) By-Law 63-23 - A By-Law for the execution of Contract PWC-2023-28 Rehabilitation of County Structure C197 (Etmanskie Creek Culvert).
 - t) By-Law 64-23 - A By-Law for the execution of Contract PWC-2023-44 Rehabilitation of County Structure B044 (Douglas Bridge).
 - u) By-law 65-23 - A By-Law to Execute a Purchase Order with Hydro One for Pole Relocates on County Road 512 (Foymount Road).
 - v) By-Law 66-23 - A By-Law for the Execution of Contract PWC-2023-37 Rehabilitation of County Road 37 (Murphy Road).
14. Written Reports from Representatives Appointed to External Boards
- a) Association of Municipalities Ontario (AMO)
 - b) Chalk River Stewardship Council
 - c) Eastern Ontario Regional Network (EORN)
 - d) Federation of Canadian Municipalities (FCM)
 - e) Rural Ontario Municipal Association (ROMA).
15. Notice of Motions.
16. Members' Written Motions.
17. New Business
18. Confirmatory By-law 67-23 - A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on April 26, 2023.
19. Adjournment.
- NOTE:** Any submissions received from the public, either orally or in writing may become part of the public record/package.

April 26, 2023

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

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

INFORMATION

1. 202 Cecil Street, Pembroke – Building Removal and Design Build

The Renfrew County Housing Corporation has demolished a single-family unit structure located at 202 Cecil Street, Pembroke, Ontario as it was deemed to be uninhabitable due to significant structural deficiencies and evidence of mould. The Renfrew County Housing Corporation Board of Directors have approved a proposal to construct a new two-unit structure at the location, prioritizing energy efficiency and accessibility.

The cost for the contract to replace the original home and add an additional unit, which will be an increase to the RCHC portfolio, is covered under the Canada-Ontario Community Housing Initiative (COCHI) program funding through the Ministry of Municipal Affairs and Housing. The approved budget for design and build is \$545,471.

RESOLUTIONS

2. Business Case – Staffing Proposal

RESOLUTION NO. CS-CC-23-04-15

Moved by Chair

Seconded by Committee

THAT County Council approve the transition of the two Licensed Home Visitor positions within the Child Care and Early Years Division from full-time equivalent (FTE) contract to full time permanent with benefits.

Background

The County of Renfrew Licensed Home Child Care Agency has been directly operated through the Child Care and Early Years Division since 2017. There are two FTE contract Licensed Home Visitors supporting the operation of the agency. There has been consistent growth over the years and there are currently seven homes providing licensed child care within the agency.

Attached as Appendix I is the business case to support the transition of the two Licensed Home Visitor positions from FTE contracts to full time permanent with benefits.

3. **Business Case – Staffing Proposal**

RESOLUTION NO. CS-CC-23-04-16

Moved by Chair

Seconded by Committee

THAT County Council approve an additional full time permanent Inclusion Coordinator position with benefits within the Child Care and Early Years Division.

Background

The County of Renfrew has been directly operating Inclusion Services through the Child Care and Early Years Division since 2007. Currently, there are four full time permanent Inclusion Coordinators supporting Inclusion Services within the licensed child care community. With consistent growth in licensed child care spaces, including new centres opening, the number of referrals and children who require assistance with inclusion services has increased.

Attached as Appendix II is the business case to support the hiring of an additional full time permanent Inclusion Coordinator position with benefits.

BY-LAWS

4. **Amendment to By-Law 14-15 – County of Renfrew Special Needs Resourcing**

RESOLUTION NO. CS-CC-23-04-17

Moved by Chair

Seconded by Committee

THAT County Council approve that By-law No. 14-15 authorizing the County of Renfrew to enter into an agreement with child care agencies and recreation programs for special needs resourcing funding be amended to enter into a special needs resourcing agreement with Wise Owl Child Care Centre.

Background

Wise Owl Child Care Centre is a not-for-profit child care agency that is requiring a Special Needs Resourcing Agreement for the purpose of offering inclusive child care within their centre, located in Pembroke.

5. **Amendment to By-law 50-17- County of Renfrew New Licensed Home Agreement**

RESOLUTION NO. CS-CC-23-04-18

Moved by Chair

Seconded by Committee

THAT County Council approve that By-law No. 50-17 authorizing the County of Renfrew to enter into an agreement with Licensed Home Child Care service providers, be amended to enter into an agreement with Tiffany Ploughman (Pembroke).

Background

Since 2018, the County of Renfrew has been licensed by the Ministry of Education to operate a Licensed Home Child Care Agency. Currently, there are seven homes operating, one home resides in Arnprior, one in Eganville, one in Haley Station and four homes located in Pembroke.

All of which is respectfully submitted.

Anne Giardini, Chair

And Committee Members: P. Emon, D. Grills, D. Mayville, N. Nicholson, G. Serviss



BUSINESS CASE - STAFFING REPORT

Date: **April 12, 2023**

Department: **Community Services**

Report Prepared by: **Margo Smith, Manager of Child Care and Early Years**

PROPOSAL	<p>To move the two Licensed Home Visitor positions in the Child Care and Early Years Division from FTE contract to full time permanent with benefits (Group 4).</p> <p>Reporting to the Early Years Supervisor, the Licensed Home Visitors facilitate the direct operation of the County of Renfrew Licensed Home Child Care Agency.</p>
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	<p>Movement of the two existing FTE contract Licensed Home Visitor positions to full time permanent with benefits.</p>
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>On November 30, 2016, County Council approved an application for the Child Care and Early Years Division to directly operate a licensed home child care agency.</p> <p>The Licensed Home Visitor position started as a 0.5 contract and moved to an FTE contract within a few months. By October 2017, a second FTE contract position was approved. Since the license was issued in 2017, several homes have been approved and there are currently seven homes in operation.</p> <p><u>Discussion</u></p> <p>As per the Child Care and Early Years Act, 2014, Licensed Home Visitors are required to support the operation of a licensed home child care agency. These positions are required to be Registered Early Childhood Educators who review each home that applies to ensure that legislative requirements are in place before being approved to enroll children. Licensed Home Visitors provide ongoing support to each home and make certain that the policies and procedures of the agency are followed.</p> <p>The County of Renfrew Licensed Home Child Care Agency has been in operation since 2017 and has seen growth over the years. Licensed home child care is being consistently promoted as a positive, flexible option for those</p>

	<p>who are wanting to operate licensed care out of their own homes. With the increased potential for growth of licensed child care spaces within the province of Ontario, the County of Renfrew Licensed Home Child Care Agency has shown a stability that supports full time permanent staffing. The Ministry of Education provides 100% provincial funding to support this work.</p>
RECOMMENDATION	<p>THAT the Community Services committee recommend to County Council the approval of the transition of the two Licensed Home Visitor positions within the Child Care and Early Years Division from FTE contract to full time permanent with benefits.</p>
FINANCIAL CONSIDERATIONS	<p>The total cost of moving the Licensed Home Visitor position from FTE contract to full time permanent with benefits is \$12,791 per position (\$25,582 for both). This is the difference of the cost of benefits. The funding for the Licensed Home Visitor positions comes from 100% provincial funding. This increased staffing expense has been included and approved in the 2023 Child Care budget.</p>



BUSINESS CASE - STAFFING REPORT

Date: **April 12, 2023**

Department: **Community Services**

Report Prepared by: **Margo Smith, Manager of Child Care and Early Years**

PROPOSAL	<p>To hire an additional full time permanent Inclusion Coordinator position with benefits (Group 4).</p> <p>Reporting to the Early Years Supervisor, the Inclusion Coordinator will facilitate the successful inclusion of children with special needs into a licensed child care or recreation program within the County of Renfrew.</p>
POSITIONS Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	<p>1 FTE permanent Inclusion Coordinator with benefits.</p>
SUMMARY <ul style="list-style-type: none"> • Background • Discussion 	<p><u>Background</u></p> <p>Since 2007, the County of Renfrew Child Care and Early Years Division has been responsible to the Province of Ontario to directly operate Inclusion Services for children with special needs. The Inclusion Coordinators support licensed child care centres, licensed home child care, and recreation programs that have special needs resourcing agreements with the County of Renfrew.</p> <p>With the announcement of the Canada-Wide Early Learning and Child Care (CWELCC) agreement in 2022, there has been growth in licensed child care spaces, and this has resulted in the growth of the need for Inclusion Services.</p> <p><u>Discussion</u></p> <p>The Inclusion Coordinator position is required to be a Registered Early Childhood Educator (RECE). They facilitate the development of goals, strategies, and activities to assist with the inclusion of children with special needs in a licensed child care setting. They support the implementation of professional learning opportunities for staff, and provide program recommendations regarding their environment, routines, interactions, and other domains. They provide support for parents and guardians in the way of referrals, transition to school assistance, and follow up.</p>

	<p>The County of Renfrew has seen expansion in licensed child care spaces in the last year with the opening of new centres and licensed homes and there is further growth projected over the next year. This has increased the number of referrals and children who require assistance with inclusion services. There has also been a noticeable increase in referrals relating to the mental health and social interaction needs for children as a result of the pandemic.</p> <p>The caseload is presently managed by four full time Inclusion Coordinators. With current and further potential for growth of licensed child care spaces within the County of Renfrew, hiring an additional Inclusion Coordinator would provide the team with more time and resources to effectively support the needs in the child care community. The Ministry of Education provides 100% provincial funding to support this work.</p>
RECOMMENDATION	THAT the Community Services committee recommend to County Council the approval of an additional full time permanent Inclusion Coordinator position within the Child Care and Early Years Division.
FINANCIAL CONSIDERATIONS	The total cost of hiring an Inclusion Coordinator (full time permanent, including benefits) is \$76,933.00 (Group 4). The funding for the Inclusion Coordinator position comes from 100% provincial funding that is available through the Child Care and Early Years budget.

COUNTY OF RENFREW

BY-LAW NUMBER 61-23

**A BY-LAW TO AMEND A BY-LAW 14-15 TO AUTHORIZE ENTERING INTO AGREEMENTS WITH
CHILD CARE AGENCIES AND RECREATION PROGRAMS FOR SPECIAL NEEDS RESOURCING
FUNDING**

WHEREAS on February 26, 2015, the Corporation of the County of Renfrew enacted By-law 14-15, being a By-law to authorize entering into agreements with child care agencies and recreation programs for special needs resourcing funding, as amended on September 26, 2018, and April 26, 2023;

WHEREAS the Municipal Act, 2001, S.O. 2001 c.25 authorizes Council to enter into agreements;

AND WHEREAS it is necessary to enter into a Special Needs Resourcing Funding Agreement with Wise Owl Child Care Centre;

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

1. That the County of Renfrew enters into a Special Needs Resourcing Funding Agreement with the following licensed child care agency:
 - Wise Owl Child Care Centre
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers and documents necessary to the execution of this by-law.
4. 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

SPECIAL NEEDS RESOURCING FUNDING AGREEMENT

BETWEEN:

**The Municipal Corporation of the County of Renfrew
(the County)**

-and-

**Wise Owl Child Care Centre
(the Service Provider)**

WHEREAS the Corporation of the County of Renfrew has been appointed by the Province of Ontario as the Consolidated Municipal Service Manager for the provision of Community Services;

AND WHEREAS the Service Provider has agreed to provide the child care services described herein;

THEREFORE THE PARTIES agree as follows:

1. Definition

Definitions under the Act and Regulations

In this Agreement, unless there is something in the subject matter or context inconsistent therewith, terms and expressions used in this Agreement that are defined terms and expressions under the *Act* or Regulations shall have the same meaning as in the *Act* or Regulations.

Definitions under this Agreement

“Agreement” means this Agreement, as may be amended from time to time.

“County Staff” means the staff of the County of Renfrew authorized to exercise the rights and perform the duties of the County of Renfrew under this Agreement.

“Service Provider” means Wise Owl Child Care Centre, providing services in whole or in part under this Agreement.

2. Term

This agreement shall be in force from April 26th, 2023 to in perpetuity until it is superseded or replaced by a subsequent agreement, or unless terminated in its entirety by either party giving to the other sixty (60) days advanced written notice to that effect. In the event of termination of this agreement, the Service Provider will refund forthwith to the County of Renfrew any monies advanced by the County of Renfrew and not expended in accordance with their entitlement.

3. Program

- The Service Provider agrees to provide quality inclusive licensed child care services in accordance with relevant provincial legislation, the policies, guidelines and requirements of Canada, Ontario and the County of Renfrew's Child Care and Early Years Division Policies and Procedures as amended from time to time.
- The Service Provider agrees to hire special needs resource staff to supplement the quality licensed child care services it provides in accordance with the relevant provincial legislation, the policies, guidelines and requirements of Canada, Ontario and the County's Child Care and Early Years Division Policies and Procedures as amended from time to time. Staff hired will be a support to the program and will be considered above and beyond the staff/child ratio set out in the relevant provincial legislation.
- Hiring, supervising and training of the staff will be the responsibility of the individual Child Care Program.
- The Service Provider agrees to provide ongoing implementation of recommendations provided by the Child Care and Early Years Division.
- The Service Provider agrees to participate in training and development opportunities provided by the Child Care and Early Years Division.

4. Consideration

The County shall pay to the Service Provider, one month in arrears, an hourly rate for hours approved for the child as contained in the individual Resource Funding Agreement for each child.

5. County Access, Consultation and Recommendations

- a) In order to allow the County staff (as designated by the County of Renfrew) to observe and evaluate the services and inspect all records relating to the services provided pursuant to this agreement, the Service Provider shall:

- i. permit County Staff, during regular business hours of the Service Provider or at such other times as the County of Renfrew, in its sole discretion, may deem to be reasonable in the circumstances, to enter any premises used by the Service Provider in connection with the provision of the services pursuant to this agreement;
- ii. permit County Staff, during regular business hours of the Service Provider or at such other times as the County of Renfrew, in its sole discretion, may deem to be reasonable in the circumstances, to enter any premises used by the Service Provider in connection with the evaluation of quality assurance programs as deemed necessary by the County of Renfrew and/or the Province of Ontario;
- iii. make available to the County all relevant financial records including but not limited to staff time sheets (hours worked), child attendance sheets and monthly expense reports as provided by the County;
- iv. allow for the County to copy those records on site, or alternatively, allow for the removal of the aforementioned records by the County for the purpose of copying such records;
- v. make its staff responsible for providing the services under this agreement available for consultation with the County, upon reasonable request by the County; and
- vi. once the County has obtained access to and has reviewed the aforementioned records, and has consulted with the Service Provider, all as described above, the County may make recommendations to the Service Provider with respect to any matters related to this Agreement, including the proper use of funding provided under this Agreement, activities of the staff hired as a result of funds provided under this Agreement, proper accounting and oversight methods and procedures or any other matter that the County deems necessary. The Service Provider agrees to immediately implement and to abide by any such recommendations made by the County.

6. Reports

The Service Provider shall prepare and submit to the County, within 5 days following the end of a calendar month, a Monthly Expense/Statistical Report reflecting actual monthly costs for the previous month as well.

- a) The Service Provider shall maintain service records as outlined respecting each site where funding is being provided.

- b) The Service Provider will also prepare and submit to the County of Renfrew, annually or at any time upon request of the County of Renfrew, a comprehensive report, in a form and substance acceptable to the County of Renfrew, respecting the services being provided that may include, service delivery and employee statistics.

7. Financial Reports

The Service Provider shall:

- a) maintain financial records and books of account respecting services provided pursuant to this agreement for each site where service is being provided and will allow the County of Renfrew or such other persons appointed by the County of Renfrew, at all reasonable times, to inspect and audit such records and books of account both during the term of this agreement and subsequent to its expiration or termination;
- b) if designated as a Commercial/For Profit Service Provider and unless the County of Renfrew indicates otherwise, submit to the County of Renfrew within four (4) months of the Service Provider's financial year end an Audited Financial Statement;
- c) provide and submit to the County of Renfrew on an annual basis or when requested a completed an annual Child Care Financial Year End Reconciliation Report as provided to the Service Provider by the County of Renfrew;
- d) adhere to any additional financial reporting requirement in accordance with relevant provincial legislation, the policies, guidelines and requirements of Canada, Ontario and the County of Renfrew's Child Care and Early Years Division Policies and Procedures as amended from time to time;
- e) retain the records and books of account referred to in section 7(a) above for a period of seven (7) years;
- f) prepare and submit annually, or at any time upon reasonable request, a financial report in such form and containing such information as the County of Renfrew may require;
- g) comply with the County of Renfrew's policies on the treatment of revenues and expenditures; and
- h) complete and maintain daily attendance records, which the County of Renfrew may inspect and audit from time to time as they see fit.

8. Program Records

In the event the Service Provider ceases operations, it shall not, dispose of any records related to the services provided for under this agreement as per section 7(b).

9. Confidentiality

The Service Provider, its directors, officers, employees, agents and volunteers will hold confidential and will not disclose or release to any person other than the County at any time during or following the term of this agreement, except where required by law, any information or document that tends to identify any individual in receipt of services without first obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document. Where the Service Provider is a municipality or other such institution as defined in the *Municipal Freedom of Information and Protection of Privacy Act*, as amended, the provisions of such *Act* with respect to the disclosure or release of information shall apply.

10. Indemnification

The Service Provider will, both during and following the term of this agreement, indemnify and save harmless the County, its officers, directors, employees, agents, servants and volunteers from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents, servants or volunteers in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this agreement.

11. Insurance

- a) The Service Provider will obtain and maintain in full force and effect during the term of this agreement, general liability insurance acceptable to the County in an amount not less than two million dollars (\$2,000,000) per occurrence in respect of the services provided pursuant to this agreement.
- b) The general liability insurance policy shall:
 - i. include the County of Renfrew as an additional insured;
 - ii. contain a cross-liability clause endorsement;
 - iii. contain a clause including liability arising out of the agreement; and
 - iv. contain a provision that the County of Renfrew is to be notified by the insurer should the Service Provider fail to make the required premium

payments and that the policy shall not be terminated by the insurer until such notice has been provided to the County of Renfrew and the County of Renfrew has been afforded a reasonable time to arrange for the payment of the premiums.

- c) The Service Provider shall provide to the County of Renfrew on or before January 31 of any calendar year proof that the above-noted insurance is in place and, shall, upon request of the County of Renfrew provide such proof of insurance to the County of Renfrew.

12. Freedom of Information

Any information collected by the County of Renfrew pursuant to this agreement is subject to the rights and safeguards provided for in the *Municipal Freedom of Information and Protection of Privacy Act*, and the *Freedom of Information and Protection of Privacy Act*.

13. Human Rights Code

It is a condition of this agreement, and of every agreement entered into pursuant to the performance of this agreement, that no right under s. 5 of *Ontario Human Rights Code*, as amended, will be infringed. Breach of this condition is sufficient grounds for immediate cancellation of this agreement with no further notice required.

14. Disposition

The Service Provider will not, without the prior written consent of the County of Renfrew, sell, change the use or otherwise dispose of any item; furnishing or equipment purchased with County of Renfrew funds pursuant to this agreement and that property purchased with County of Renfrew funds becomes the property of the County of Renfrew. Such written consent may be given subject to such conditions, as the County of Renfrew deems advisable.

15. Severability

If any provision or portion of any provision in this agreement shall be held by a Court of competent jurisdiction to be unenforceable, invalid or illegal, such provision or such portion of the provision shall be severable and shall be deemed to be completed and the remaining provisions or portions shall remain valid and binding.

16. Governing Law

- a) This agreement shall be construed in accordance with and governed by the laws in force in the Province of Ontario and as interpreted by the Courts of that Province.

- b) The parties agree that any legal proceedings in connection with any matter arising from or related to this agreement shall be commenced in the Province of Ontario.

17. Laws

The Service Provider, its directors, officers, employees, agents, volunteers and other representatives, if any, shall at all times comply with any and all applicable federal, provincial and municipal laws, by-laws, ordinances, statutes, rules, regulations and orders and policies and procedures in respect of the performance of this agreement.

18. Notice

Any notice required or desired to be given hereunder shall be delivered in person or sent by prepaid registered mail addressed as follows:

- a) To: The County of Renfrew
7 International Drive
Pembroke, ON K8A 6W5
Attn: Director, Community Services

Copy to: County of Renfrew Child Care and Early Years Division
7 International Drive
Pembroke, ON K8A 6W5
Attn: Manager, Child Care and Early Years Division
- b) To: Wise Owl Child Care Centre
151 Isabella Steet
Pembroke, ON K8A 5S8
Attn: Administrator

or at such other address as may be furnished in writing from time to time by either party to the other. Any notice mailed as aforementioned by registered mail shall be deemed to have been received three (3) business days after the posting thereof.

19. Amendments

This agreement, nor any provision of this agreement, shall be amended, altered or waived save by a further written agreement and signed by the parties.

IN WITNESS WHEREOF this contract has been signed by an authorized County of Renfrew official on behalf of the County of Renfrew and on behalf of the Service Provider by its proper signing officers.

SIGNED, SEALED AND DELIVERED:

On the _____ day of _____, 2023

On Behalf of the County of Renfrew:

Witness - County of Renfrew

Peter Emon, Warden
County of Renfrew

Witness - County of Renfrew

Craig Kelley, Chief Administrative Officer/Clerk
County of Renfrew

On Behalf of Wise Owl Child Care Centre:

Witness Signature

Signature

**(Name and Position)

Witness Signature

Signature

**(Name and Position)

* Witness required where the Service Provider is a sole proprietor or partner in a partnership.
Not required when corporate seal is affixed.

** I have the authority to bind the corporation.

COUNTY OF RENFREW

BY-LAW NUMBER 62-23

A BY-LAW TO AMEND BY-LAW 50-17 - TO AUTHORIZE THE COUNTY OF RENFREW TO ENTER INTO AN AGREEMENT WITH LICENSED HOME CHILD CARE SERVICE PROVIDERS

WHEREAS on April 26, 2017, the Corporation of the County of Renfrew enacted By-law No. 50-17, being a By-law to authorize the County of Renfrew to enter into an agreement with Licensed Home Child Care service providers, as amended on August 30, 2017, February 28, 2018, May 30, 2018, September 26, 2018, February 27, 2019, March 27, 2019, August 25, 2021, November 24, 2021, May 25, 2022; June 29, 2022, August 31, 2022 and April 26, 2023.

AND WHEREAS the County of Renfrew is the Consolidated Municipal Service Manager for Community Service Programs and responsible for child care services in the County of Renfrew;

AND WHEREAS the County of Renfrew has been approved by the Ministry of Education to operate a Licensed Home Child Care Agency within the Child Care and Early Years Division;

AND WHEREAS it is necessary to amend By-law NO. 50-17 to include an additional licensed home child care provider;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. THAT the Warden and Clerk are hereby authorized to sign and seal all things, papers and documents necessary or incidental to the execution of this by-law.
2. THAT the Warden and Clerk are hereby authorized and instructed to enter into a service agreement with Tiffany Ploughman for the provision of child care in their home and that By-law 50-17 is hereby amended.
3. 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

FUNDING AGREEMENT FOR LICENSED CHILD CARE

BETWEEN:

County of Renfrew Child Care Agency
(the “Agency”)

-and-

Tiffany Ploughman
(the “Provider”)

WHEREAS the Agency has been licensed by the Province of Ontario as a Home Child Care Agency under the *Child Care and Early Years Act, 2014* (the “Act”), and is in a position to provide funding to the Provider;

AND WHEREAS the Provider is a child care provider as defined in the *Act* and has agreed to provide home child care as defined in the *Act*;

THEREFORE THE PARTIES agree as follows:

1. Definition

In this Agreement, unless there is something in the subject matter or context inconsistent therewith, the terms and expressions used in this Agreement that are defined terms and expressions under the *Act* or Regulations made under the *Act*, shall have the same meaning as in the *Act* or the Regulations.

Other Definitions

“Agency Staff” means the staff of the Agency authorized to exercise the rights and perform the duties of the Agency under this Agreement.

“Agreement” means this Agreement, as may be amended from time to time.

“Home” means the premises at which the Provider is providing home child care services.

2. Status

The Agency and the Provider confirm that this is a funding agreement and they specifically deny any intention or agreement to be or to become agents, one for the other, or to create a partnership or other relationship whereby either would be held liable for any tortious, negligent, contractual or other acts, either of omission or commission, of the other party. Neither party shall have any authority to act for or to

assume or to incur any obligations or responsibilities on behalf of the other party unless specifically provided for in this Agreement. The parties specifically agree that this Agreement does not create an employer/employee relationship between the Agency and the Provider.

3. Term

- a) Unless otherwise provided herein, this Agreement shall remain in force from April 26, 2023, until it is superseded or replaced by a subsequent agreement in writing between the parties, or unless terminated in its entirety by either party by giving to the other party thirty (30) days advance written notice of such termination. In the event that this Agreement is terminated by either party, the Provider will refund forthwith to the Agency all monies advanced to it by the Agency which have not been expended by the Provider in accordance with this Agreement.
- b) Notwithstanding any other provision of this Agreement the Agency may immediately terminate this Agreement, in whole or in part, with respect to the provision of any particular service where the Agency, in its sole and unfettered discretion, determines that the health, welfare or safety of any child is at risk.

4. Program

- a) The Provider agrees to provide quality home child care services in accordance with relevant provincial legislation, the policies, guidelines and requirements of Canada, Ontario and the Agency's Child Care Policies and Procedures as amended from time to time, including, but not limited to the child care policies specific to the operation of the licensed Home. The Provider acknowledges that it has received and reviewed the Agency's Child Care Policies and Procedures.
- b) The Provider is not to provide care for more than six (6) children at any one time.
- c) The Provider shall not make private child care arrangements with families placed by the Agency. Should the Provider make such arrangements, the Agency shall be entitled to immediately terminate this Agreement.
- d) The Provider shall immediately provide written notification to the Agency that there is a risk of a temporary closure of the Home in order that the Agency be able to make alternate care arrangements for the children. The Provider shall immediately contact all parents/caregivers and the Agency in the event that the home will not be operating on any particular day or at any particular time during which it would ordinarily be operating.
- e) The Provider understands that if the Home is closed and therefore not operating on any particular day or at any particular time, there will be no funding from the

Agency. Likewise, if the Home is open but there are no children approved for placement in the Home, there shall be no funding provided by the Agency.

- f) The Provider shall participate in all training workshops recommended by the Agency.
- g) The Provider agrees to complete a First Aid course, as recommended by the Agency, within sixty days of the signing of this Agreement. The Provider further agrees to deliver to the Agency, immediately upon it becoming available, a certificate demonstrating completion of the First Aid course.
- h) The Provider shall create an inclusive child care setting which can accommodate children with special needs.
- i) The Provider shall return to the Agency all property, goods, acquisitions, and signage supplied by the Agency within 30 days of termination of this Agreement.
- j) In the event that the Provider ceases operations, it shall not dispose of any records related to the services provided for under this Agreement and shall immediately deliver those records to the Agency or, alternatively, immediately provide copies of those records to the Agency.

5. Payment

The Agency shall pay to the Provider, one month in arrears, for each approved child receiving child care services at the Home, an amount equal to the approved hourly rate multiplied the agreed upon hours, all as contained in the individual Resource Funding Agreement for each child.

6. Agency Access, Consultation and Recommendations

- a) In order to allow the Agency staff (as designated by the Agency) to observe and evaluate the services and inspect all records relating to the services provided pursuant to this Agreement, the Provider shall permit Agency Staff, during regular business hours of the Provider or at such other times as the Agency, in its sole discretion, may deem to be reasonable in the circumstances, to enter any premises used by the Provider in connection with the provision of the services pursuant to this Agreement;
- b) In order to allow the Agency to carry out such oversight of the provision of care to children at the Home, as may be deemed necessary by the Agency and, or the Province of Ontario, the Provider shall permit Agency Staff, during regular business hours of the Provider or at such other times as the Agency, in its sole discretion, may deem to be reasonable in the circumstances, to enter any premises used by the Provider;

- c) The Provider shall make available to the Agency all relevant financial records including but not limited to child attendance sheets or other reports Agency within 10 business days of such request made by the Agency. The Provider shall also allow the Agency to copy those records on site, or alternatively, allow for the removal of the aforementioned records by the Agency for the purpose of copying such records; and
- d) Once the Agency has obtained access to and has reviewed the aforementioned records, and has consulted with the Provider, all as described above, the Agency may make recommendations to the Provider with respect to any matters related to this Agreement, including proper accounting and oversight methods and procedures or any other matter that the Agency deems necessary. The Provider agrees to immediately implement and to abide by any such recommendations made by the Agency and to provide to the Agency such proof of implementation and compliance as may be required by the Agency.

7. Reports

The Provider shall prepare and submit to the Agency, within 5 days following the end of each calendar month in a year, a Monthly Expense/Statistical Report in the form and content of the template attached hereto as Schedule “A” reflecting actual monthly costs for the previous month. In addition to the foregoing the Provider shall:

- a) complete and maintain daily attendance records of staff and children which the Agency may inspect and audit from time to time as it sees fit as well as records of expenses incurred where funding is being provided by the County in connection with any particular child; and
- b) prepare and submit to the Agency, at any time upon request by the Agency, a comprehensive report, in a form and substance acceptable to the Agency, respecting the services being provided by the Provider, which services may include, services delivered in the preceding year.

8. Financial Reports

- a) The Agency may, at any time, request information from the Provider in connection with attendance and expense records and the Provider shall immediately provide that information and materials to the Agency.
- b) The Provider shall adhere to any additional financial reporting requirements in accordance with relevant provincial legislation, the policies, guidelines and requirements of Canada, Ontario and the Agency’s Child Care Policies and Procedures as amended from time to time. The Provider acknowledges that it has received and reviewed the Agency’s Child Care Policies and Procedures.

- c) The Provider shall prepare and submit annually, or at any time upon reasonable request, a financial report in such form and containing such information as the Agency may require.
- d) The Provider shall comply with the Agency's policies on the treatment of revenues and expenditures. The Provider acknowledges that it has received and reviewed these policies on the treatment of revenues and expenditures.

9. Confidentiality

The Provider will hold confidential and will not disclose or release to anyone, including any person, partnership, corporation or other entity, other than the Agency, at any time during or following the term of this Agreement, except where required by law, any information or document that tends to identify any individual in receipt of services without first obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document.

10. Indemnification

The Provider will, both during and following the term of this Agreement, indemnify and save harmless the Agency, its officers, directors, employees, agents, servants and volunteers from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Provider, its directors, officers, employees, agents, servants or volunteers in connection with services provided, purported to be provided or required to be provided by the Provider pursuant to this Agreement.

11. Insurance

- a) The Provider will obtain and maintain in full force and effect during the term of this Agreement, general liability insurance acceptable to the Agency in an amount not less than two million dollars (\$2,000,000) per occurrence in respect of the services provided pursuant to this Agreement.
- b) The general liability insurance policy shall:
 - i. include the Agency as an additional insured;
 - ii. contain a cross-liability clause endorsement;
 - iii. contain a clause including liability arising out of the Agreement; and
 - iv. contain a provision that the Agency is to be notified by the insurer should the Provider fail to make the required premium payments and that the

policy shall not be terminated by the insurer until such notice has been provided to the Agency and the Agency has been afforded a reasonable time to arrange for the payment of the premiums.

- c) The Provider shall provide to the Agency on or before January 31 of any calendar year proof that the above-noted insurance is in place and, in addition to this, shall, upon request of the Agency at any time, provide such proof of insurance to the Agency.

12. Freedom of Information

Any information collected by the Agency pursuant to this Agreement is subject to the rights and safeguards provided for in the *Municipal Freedom of Information and Protection of Privacy Act*, and the *Freedom of Information and Protection of Privacy Act*.

13. Human Rights Code

It is a condition of this Agreement, and of every Agreement entered into pursuant to the performance of this Agreement, that no right under s. 5 of *Ontario Human Rights Code*, as amended, will be infringed. Breach of this condition is sufficient grounds for immediate cancellation of this Agreement with no further notice required.

14. Severability

If any provision or portion of any provision in this Agreement shall be held by a Court of competent jurisdiction to be unenforceable, invalid or illegal, such provision or such portion of the provision shall be severable and the remaining provisions or portions shall remain valid and binding.

15. Governing Law

- a) This Agreement shall be construed in accordance with and governed by the laws in force in the Province of Ontario.
- b) The parties agree that any legal proceedings in connection with any matter arising from or related to this Agreement shall be commenced in the Province of Ontario.

16. Laws

The Provider shall at all times comply with any and all applicable federal, provincial and municipal laws, by-laws, ordinances, statutes, rules, regulations and orders and policies and procedures in respect of the performance of this Agreement.

17. Notice

Any notice required or desired to be given hereunder shall be delivered in person or sent by prepaid registered mail addressed as follows:

a) To: County of Renfrew, Child Care and Early Years Division
7 International Drive
Pembroke, ON K8A 6W5
Attn: Manager, Child Care and Early Years Division

Copy to: County of Renfrew
7 International Drive
Pembroke, ON K8A 6W5
Attn: Director, Community Services

b) To: Tiffany Ploughman
495 Miller Street
Pembroke, ON K8A 5Z6

or at such other address as may be furnished in writing from time to time by either party to the other. Any notice sent by registered mail shall be effective when received by the addressee.

18. Entire Agreement

The Provider and the Agency acknowledge that there are no covenants, representations, warranties, agreements or conditions expressed or implied, collateral or otherwise forming part of or in any way affecting or relating to this Agreement except as expressly set out in this Agreement and the Schedules annexed hereto and that this Agreement and the Schedules constitute the entire agreement between the Provider and the Agency.

19. Non-Waiver

No condoning, excusing or overlooking by the Agency of any default, breach or non-observance by the Provider at any time or times in respect of any covenant, proviso or condition contained in this Agreement shall operate as a waiver of the Agencies rights hereunder in respect of any continuing or subsequent default, breach or non-observance, or so as to defeat or effect in any way the rights of the Agency. No waiver shall be inferred from or implied by anything done or omitted to be done by the Agency save only by way of express waiver in writing.

20. Successors

This Agreement shall ensure to the benefit of and be binding upon the respective heirs, executors, administrators, permitted successors and assigns of the Provider.

21. Amendments

This Agreement can only be amended by written agreement signed by both parties.

For the convenience of the parties, this Agreement may be executed in counterpart and acceptance of this Agreement may be delivered electronically or by facsimile.

IN WITNESS WHEREOF this Agreement has been signed by an authorized County of Renfrew official on behalf of the Agency and on behalf of the Provider by its proper signing officers.

SIGNED, SEALED AND DELIVERED:

On the _____ day of _____, 2023

On Behalf of the County of Renfrew:

Witness - County of Renfrew

Peter Emon,
Warden
County of Renfrew

Witness - County of Renfrew

Craig Kelley
Chief Administrative Officer/Clerk
County of Renfrew

On Behalf of Tiffany Ploughman, Provider:

Witness Signature

Signature

**(Name and Position)

Witness Signature

Signature

**(Name and Position)

* Witness required where the Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.

** I have the authority to bind the corporation.

April 26, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

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

INFORMATION

1. RC VTAC Announcement

On Friday, March 24, 2023 at the Renfrew Paramedic Base, Renfrew-Nipissing-Pembroke MPP John Yakabuski announced that the Renfrew County Virtual Triage and Assessment Centre (RC VTAC) will become a permanent service in the County of Renfrew, with an initial annual investment by the provincial government of \$3.2 million in 2023-24. Attached as Appendix I, is a letter from Mr. Evan Mills, Director, Digital Health Program Branch, Digital and Analytics Strategy Division confirming the operational funding for 2023-24.

2. COVID Funding – Paramedic Service

Attached as Appendix II is a letter and funding schedule from Assistant Deputy Minister Susan Picarello, providing funding details for COVID-19 response in the emergency health services sector. The County of Renfrew Paramedic Service will receive one-time funding of up to \$1,236,452 for 2022 calendar year and \$357,470 for January to March for the 2023 calendar year.

3. Long-Term Care Homes Level-of-Care Per Diem Funding Summary

The Ministry of Long-Term Care (MOLTC) uses the case mix index (CMI) to determine the care needs of each long-term care (LTC) home's resident population relative to other LTC homes in order that funds can be redistributed between homes from one year to the next. The following is a summary of the current base Level-of-Care (LOC) per diem funding (per resident per day) as of April 1, 2023 (Case Mix Index = 1.0). The funding amounts in each envelope are set by the Ministry of Long-Term Care:

Envelope	LOC Per Diem	Supplementary Per Diem	Total
Nursing and Personal Care (NPC)	\$103.80	\$2.16	\$105.96
Program and Support Services (PSS)	\$12.48	--	\$12.48
Nutritional Support (NS)	\$12.07	--	\$12.07
Other Accommodations (OA)	\$57.28	\$0.37	\$57.65
Global Per Diem	\$7.53	--	\$7.53
Total LOC Per Diem	\$193.16	\$2.53	\$195.69

Budget planning for the upcoming year was predicated on the case mix index (CMI) figures for each Home being frozen at 2022-23 levels as was indicated by the Ministry of Long Term Care. On March 24, 2023, the Ministry of Long Term Care announced that “Consistent with sector feedback CMI adjustments will be applied to the Nursing and Personal Care envelopes effective from April 1, 2023”. The resulting application of current CMI values for each Home realized a CMI increase for Bonnechere Manor, from the predicted 0.9840 to 0.9943 equating to a funding increase of \$52,965. The CMI for Miramichi Lodge decreased from the predicted 1.0376 to 1.0051 resulting in a decrease of \$154,754.

Of further significance to budget impact, while there are no changes to the CMI methodology, the re-indexing factor for this year is 0.9076 versus 0.9207 the previous year resulting in a further overall decline in funds available.

4. **Accreditation Canada – Governance Committee**

Director Mike Blackmore presented an overview of the Renfrew County Long Term Care Homes Accreditation Canada Governance survey as completed by members of Health Committee. A review of the action plan intended to achieve compliance with required standards was also presented and is attached as Appendix III. County of Renfrew Long Term Care Homes will undergo the Accreditation Canada Survey process June 26 to June 29, 2023.

BY-LAWS

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

RESOLUTION NO. H-CC-23-04-34

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law authorizing the Warden and CAO/Clerk to sign the Lease Agreement and letter of agreement between the County of Renfrew and Carefor Health and Community Services to lease office space at 425 Cecelia Street, Pembroke for tenancy of the Renfrew County Virtual Triage and Assessment Centre for a term of one (1) year: April 1, 2023 - March 31, 2024.

Background

The initial lease for office space was limited to two months based on Provincial funding for RC VTAC expiring on March 30, 2023. On March 24, 2023, permanent funding was announced for RC-VTAC and as a result, the lease is being extended for a term of one year, April 1, 2023 - March 31, 2024.

6. **Long-Term Care Service Accountability Agreement (LSAA)**

RESOLUTION NO. H-CC-23-04-38

Moved by Chair

Seconded by Committee

THAT County Council authorize the Warden and Chief Administrative Officer/Clerk to sign the Long-Term Care Service Accountability Agreements from April 1, 2023 until March 31, 2024 between Ontario Health and each of Bonnechere Manor and Miramichi Lodge for submission by the Ontario Health approved extended deadline of April 27, 2023; AND FURTHER THAT County Council pass a By-law to Amend By-law 30-22, being a By-law Authorizing the Warden and Clerk to continue the Long-Term Care Service Accountability Agreements.

Background

Bonnechere Manor and Miramichi Lodge each entered into a Long-Term Care Service Accountability Agreement (LSAA) with Ontario Health with a request to sign the LSAA's for each of Bonnechere Manor and Miramichi Lodge from April 1, 2023 until March 31, 2024 and submit by the Ontario Health approved extended deadline of April 27, 2023.

7. **Bonnechere Manor Senior/Adult Day Program Multi-Sector Service Accountability Agreement (MSAA)**

RESOLUTION NO. H-CC-23-04-39

Moved by Chair

Seconded by Committee

THAT County Council authorize the Warden and Chief Administrative Officer/Clerk to sign the Multi-Sector Service Accountability Agreement from April 1, 2023 to March 31, 2024 between Ontario Health and Bonnechere Manor Senior/Adult Day Program for submission by the Ontario Health approved extended deadline of April 27, 2023; AND FURTHER THAT County Council pass a By-law to Amend By-law 31-22 being a By-law Authorizing the Warden and Clerk to continue the Multi-Sector Service Accountability Agreement.

Background

Bonnechere Manor has been operating the Senior/Adult Day Program in Renfrew since February 1997. For the continuation of funding for the Bonnechere Manor Senior/Adult Day Program, Ontario Health is requesting the signed the Multi-Sector Service Accountability Agreement from April 1, 2023 until March 31, 2024 and submitted by the Ontario Health approved extended deadline of April 27, 2023.

All of which is respectfully submitted.

Michael Donohue, Chair

And Committee Members: P. Emon, D. Grills, V. Jahn, J. Murphy, N. Nicholson, R. Weir, M. Willmer

**Ministry of Health
Ministry of Long-Term Care**

Digital and Analytics Strategy
Division

Digital Health Program Branch

222 Jarvis Street, 7th Floor
Toronto ON M7A 0B6

Telephone: 416 326-1582

**Ministère de la Santé
Ministère des Soins de longue durée**

Division des stratégies relatives au
numérique et à l'analytique

Direction du Programme des solutions
numériques pour la santé

222, rue Jarvis, 7^e Floor
Toronto ON M7A 0B6

Téléphone: 416 326-1582



MEMORANDUM TO: Dr. Jonathan Fitzsimon & Mike Nolan
Renfrew County Virtual Triage and Assessment Centre

FROM: Evan Mills
Director, Digital Health Program Branch
Digital and Analytics Strategy Division

DATE: March 31st, 2023

SUBJECT: Confirmation of Operational Funding for FY 2023-24

Thank you for your dedication and ongoing commitment in ensuring timely access to COVID-19 related care and virtual primary care services for the people of Renfrew County. The Ministry of Health understands that the Renfrew County Virtual Triage and Assessment Centre (RC VTAC) continues to strengthen access to health care in Renfrew County.

Ontario is emerging from the triple threat: RSV and flu case counts are steadily declining, and key COVID-19 indicators are showing improvement after a rise over the December holiday season. Given the decrease in respiratory illness cases, Ontario is beginning to normalize our pandemic response and work on establishing a longer-term response.

The Ministry of Health has confirmed continued operational funding for RC VTAC into fiscal year 2023/24. Ontario Health will be in contact with you shortly to communicate next steps.

Sincerely,

Evan Mills
Director, Digital Health Program Branch
Digital and Analytics Strategy Division

Ministry of Health
Assistant Deputy Minister
 Emergency Health Services Division

5700 Yonge Street
 6th Floor
 Toronto ON M2M 4K5
Tel.: 647-919-6921
www.Ontario.ca/health

Ministère de la Santé
Sous-ministre Adjoint
 Division des services de santé d'urgence

5700 Yonge Street
 6^e étage
 Toronto ON M2M 4K5
Tel.: 647-919-6921
www.Ontario.ca/sante

March 27, 2023

eApprove-182-2022-412

Craig Kelley
 Chief Administrative Officer
 The County of Renfrew
 County of Renfrew Paramedic Service
 9 International Drive
 Pembroke ON K8A 6W5

Dear Craig Kelly:

Re: Ministry of Health Agreement with The County of Renfrew effective the 5th day of March 2014 (the “Agreement”)

This letter is further to the recent letter from the Honourable Sylvia Jones, Deputy Premier and Minister of Health, in which she informed your organization that the Ministry of Health (the “ministry”) will provide The County of Renfrew for County of Renfrew Paramedic Service one-time funding of up to \$1,236,452 for the 2022 calendar year and \$357,470 for January to March for the 2023 calendar year. This funding is to support various Coronavirus Disease (COVID-19) initiatives as part of the COVID-19 response in the emergency health services sector.

You are required to monitor and track COVID-19 related spending separately from your regular program operating costs related to any previously approved base and one-time funding.

Please see COVID-19 funding breakdown by initiatives along with related program policies, guidelines and reporting requirements shown in ‘COVID-19 Funding Schedule’, enclosed with this letter. Your grant will be adjusted in your electronic transfer payments upon approval of funding.

Should you require any further information or clarification, please contact Ayushi Hooda, (A) Senior Financial Analyst at 437-217-7496 or by e-mail at Ayushi.Hooda2@ontario.ca.

Thank you for your dedication and commitment to improving ambulance services in Ontario as we modernize and strengthen our public health care system and for all that you and your organization are doing to protect the health and safety of the people of Ontario.

Sincerely,



Susan Picarello
Assistant Deputy Minister

Enclosure

- c: Peter Emon, Warden, The County of Renfrew
Michael Nolan, Chief, Paramedic Service and Director, Emergency Services, The County of Renfrew
Jim Yuill, Director, Financial Management Branch, Ministry of Health
Jeffrey Graham, (A) Director, Fiscal Oversight & Performance Branch, Ministry of Health
Alison Blair, Associate Deputy Minister, Health Integration and Partnerships, Ministry of Health
Stuart Mooney, Director, Emergency Health Program Management & Delivery Branch, Ministry of Health
Christopher Baillie, Senior Field Manager, Central East Field Office, Emergency Health Program Management & Delivery Branch, Ministry of Health



**County of Renfrew
Long Term Care Homes
Governance Team
Accreditation Survey & Action Plan
April 12, 2023**

Mike Blackmore
Director of Long Term Care

Governance Survey

1.1.1	The roles, responsibilities, and legal obligations of the governing body are defined and regularly reviewed. Learn more	6 Responses	100% Response Rate	<div><div>100%</div><div>Met</div><div>0%</div><div>Unmet</div><div>0%</div><div>N/A</div><div>0%</div><div>Don't Know</div></div>
	<div>Attestable</div> <div>High Priority</div>			
1.1.2	There are established mechanisms in place for the governing body to hear from and incorporate the voice and opinion of residents, families and/or caregivers. Learn more	6 Responses	100% Response Rate	<div><div>83%</div><div>Met</div><div>0%</div><div>Unmet</div><div>0%</div><div>N/A</div><div>17%</div><div>Don't Know</div></div>
	<div>On-Site</div>			
1.1.3	The governing body has processes in place to oversee the functions of audit and finance, quality and safety, and talent management. Learn more	6 Responses	100% Response Rate	<div><div>100%</div><div>Met</div><div>0%</div><div>Unmet</div><div>0%</div><div>N/A</div><div>0%</div><div>Don't Know</div></div>
	<div>High Priority</div> <div>On-Site</div>			

Governance Survey

1.1.4	The governing body provides oversight of the organization's efforts to build meaningful partnerships with residents, families and/or caregivers. Learn more	6 Responses	100% Response Rate	<div><div>100%</div><div>Met</div><div>0% Unmet</div><div>0% N/A</div><div>0% Don't Know</div></div>
1.1.5	The governing body monitors and evaluates the organization's initiatives to build and maintain a culture of people-centred care. Learn more	6 Responses	100% Response Rate	<div><div>100%</div><div>Met</div><div>0% Unmet</div><div>0% N/A</div><div>0% Don't Know</div></div>
1.1.6	The governing body oversees the recruitment and selection of the executive leader of the organization. Learn more	6 Responses	100% Response Rate	<div><div>100%</div><div>Met</div><div>0% Unmet</div><div>0% N/A</div><div>0% Don't Know</div></div>

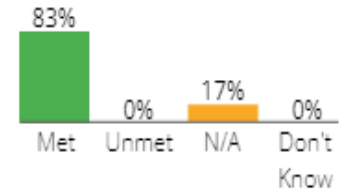
Governance Survey

- 1.1.7 In partnership with the executive leader of the organization, the governing body sets performance objectives for the executive leader and reviews them annually. [Learn more](#)

Attestable

6
Responses

100%
Response
Rate



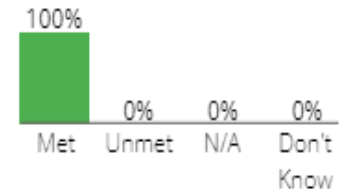
- 1.1.8 The governing body has a mechanism in place to receive updates or reports from the executive leader of the organization. [Learn more](#)

Attestable

High Priority

6
Responses

100%
Response
Rate



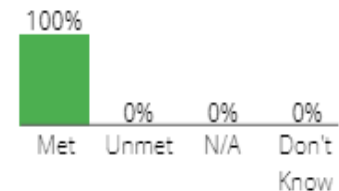
- 1.1.9 The governing body approves the organization's capital and operating budgets. [Learn more](#)

Attestable

High Priority

6
Responses

100%
Response
Rate



Governance Survey

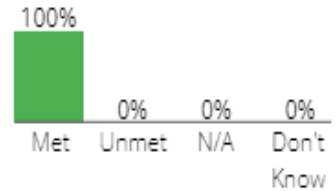
- 1.1.10 When approving resource allocation decisions, the governing body evaluates the impact of the decision on quality, safety, and resident experience. [Learn more](#)

High Priority

On-Site

6
Responses

100%
Response
Rate



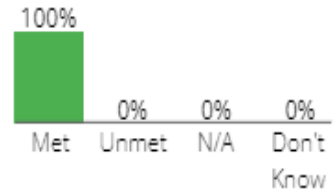
- 1.1.11 The governing body monitors organization-level measures of resident safety. [Learn more](#)

Attestable

High Priority

6
Responses

100%
Response
Rate



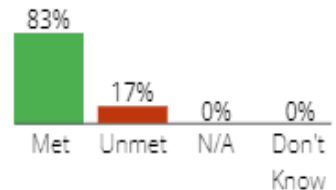
- 1.1.12 The governing body regularly hears about quality and safety incidents from the residents, families and/or caregivers that experience them. [Learn more](#)

High Priority

On-Site

6
Responses

100%
Response
Rate



Governance Survey

- 1.1.13 The governing body demonstrates accountability for the quality of care provided by the organization. [Learn more](#)

ROP

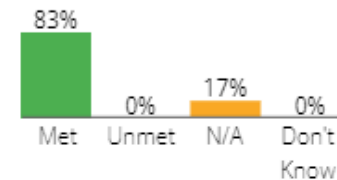
On-Site

Test for Compliance

- 1.1.13.1 The governing body is knowledgeable about quality and safety principles, by recruiting members with this knowledge or providing access to education. [Learn more](#)

6
Responses

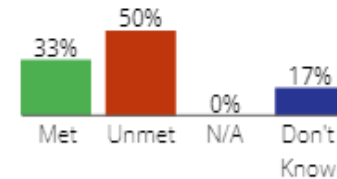
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- 1.1.13.2 Quality is a standing agenda item at all regular meetings of the governing body. [Learn more](#)

6
Responses

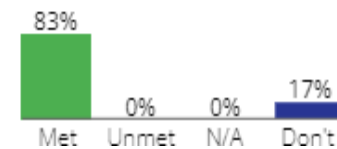
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Response
Rate



- 1.1.13.3 The key system-level indicators to be used for monitoring the quality performance of the organization are identified. [Learn more](#)

6
Responses

100%
Response
Rate

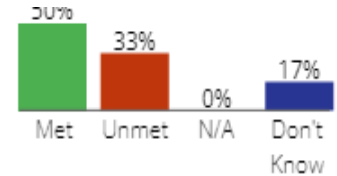


Governance Survey

1.1.13.4 At least quarterly, the quality performance of the organization is monitored and evaluated against agreed-upon goals and objectives. [Learn more](#)

6
Responses

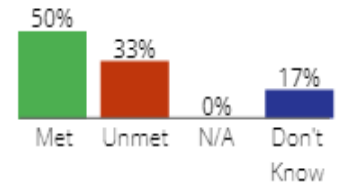
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1.1.13.5 Information about the quality performance of the organization is used to make resource allocation decisions and set priorities and expectations. [Learn more](#)

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Responses

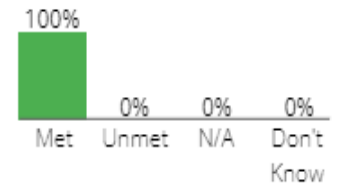
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1.1.13.6 As part of their performance evaluation, leaders who report directly to the governing body (e.g., the CEO, Executive Director, Chief of Staff) are held accountable for the quality performance of the organization. [Learn more](#)

6
Responses

100%
Response
Rate



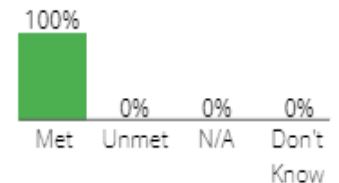
1.1.14 The governing body publicly discloses information about its governance processes, decision making, and performance. [Learn more](#)

Attestable

High Priority

6
Responses

100%
Response
Rate



Governance Survey Action Plan

Accreditation Canada Governance Standard	
<i>1.1.12 The governing body regularly hears about quality and safety incidents from the residents, families and/or caregivers that experience them.</i>	
1. Continue Committee and Council review of annual resident and family satisfaction surveys and critical incident report summary reports	Date
	ongoing
2. Continue efforts to re-establish Bonnechere Manor Family council. Host quarterly information session.	ongoing
3. DLTC to seek quarterly resident and family councils feedback specific to quality and safety incidents via resident and family councils and report to Health Committee.	May 2023

Governance Survey Action Plan

Accreditation Canada Governance Standard	
<i>1.1.13.2 Quality is a standing agenda item at all regular meetings of the governing body.</i>	
<i>1.1. 13.4 At least quarterly, the quality performance of the organization is monitored and evaluated against agreed-upon goals and objectives</i>	
Expand annual health committee review / county council approval of Quality Improvement Plan (QIP) to include quarterly progress review of QIP indicators for both Homes.	Date
	May 2023
Bonnechere Manor 1. Percentage of emergency department visits for modified list of ambulatory care – sensitive conditions* per 100 LTC residents. 2. Percentage of residents with a pressure ulcer that worsened since previous assessment. 3. Percentage of residents who fell during the thirty days preceding their assessment.	

Governance Survey Action Plan

Accreditation Canada Governance Standard

1.1.13.2 Quality is a standing agenda item at all regular meetings of the governing body.

1.1. 13.4 At least quarterly, the quality performance of the organization is monitored and evaluated against agreed-upon goals and objectives

Expand annual health committee review / county council approval of Quality Improvement Plan (QIP) to include quarterly progress review of QIP indicators for both Homes.

Date

May
2023

Miramichi Lodge

1. Percentage of emergency department visits for modified list of ambulatory care – sensitive conditions* per 100 LTC residents.
2. Percentage of residents with a pressure ulcer that worsened since previous assessment.
3. Percentage of Residents who were given antipsychotic medication without psychosis in the 7days preceding their resident assessment.

Governance Survey Action Plan

Accreditation Canada Governance Standard

1.1.13.5 Information about the quality performance of the organization is used to make resource allocation decisions and set priorities and expectations.

1. Implementation of quality improvement as quarterly Health Committee standing agenda item to serve as factor influencing resource allocation decisions.

Date

May 2023

COUNTY OF RENFREW

BY-LAW NUMBER 58-23

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

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with Carefor Health and Community Services for office space at 425 Cecelia Street, Pembroke for RCVTAC. The lease for the premises comprised of approximately 1360 square feet, will commence on April 1, 2023, for a one-year term. The rent is payable on or before the 1st day of each month, with the option to renew, exercisable by written notice, prior to the end of term.

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

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

READ a first time this 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 59-23

A BY-LAW TO AMEND BY-LAW 30-22 BEING A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO EXECUTE THE LONG- TERM CARE SERVICE ACCOUNTABILITY AGREEMENT WITH ONTARIO HEALTH

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

WHEREAS the County of Renfrew deems it desirable to enter into an amended agreement with Ontario Health by signing the Long-Term Care Service Accountability Agreements (L-SAAs) for the County of Renfrew Bonnechere Manor and Miramichi Lodge from April 1, 2023 until March 31, 2024 for ongoing Provincial funding;

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

1. The amended agreements marked as Schedule 'I' attached to and made part of this by-law shall constitute as amended agreements between the Corporation of the County of Renfrew Bonnechere Manor and Miramichi Lodge and Ontario Health for the L-SAAs.
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
3. That this by-law shall come into force and take effect upon the passing thereof.

READ a first time this 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

LONG-TERM CARE HOME SERVICE ACCOUNTABILITY AGREEMENT
April 1, 2023 to March 31, 2024

SERVICE ACCOUNTABILITY AGREEMENT

with

Corporation Of The County Of Renfrew

Effective Date: April 1, 2023

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Schedules

Schedule A: Description of Home and Services

Schedule B: Additional Terms and Conditions Applicable to the Funding Model

Schedule C: Reporting Requirements

Schedule D: Performance

Schedule E: Form of Compliance Declaration

THIS AGREEMENT effective as of the 1st day of April, 2023.

B E T W E E N :

ONTARIO HEALTH (the “Funder”)

AND

CORPORATION OF THE COUNTY OF RENFREW (the “HSP”)

IN RESPECT OF:

Bonnechere Manor located at
470 Albert Street, Renfrew, ON, K7V 4L5

Background:

This service accountability agreement is entered into pursuant to the *Connecting Care Act, 2019* (the “CCA”).

The HSP and the Funder are committed to working together, and with others, to achieve evolving provincial priorities including building a connected and sustainable health care system centred around the needs of patients, their families and their caregivers.

The Funder recognizes municipalities as responsible and accountable governments with respect to matters within their jurisdiction. The Funder acknowledges the unique character of municipal governments that are funded health service providers (each a “**Municipal HSP**”) under the Provincial Long-Term Care Home Service Accountability Agreement template (the “**LSAA**”), and the challenges faced by Municipal HSPs in complying with the terms of the LSAA, given the legal framework under which they operate. The Funder further recognizes and acknowledges that where a Municipal HSP faces a particular challenge in meeting its obligations under the LSAA due to its responsibilities as a municipal government or the legal framework under which it operates, it may be appropriate for the Funder to consult with the Municipal HSP and to use reasonable efforts to resolve the issue in a collaborative way that respects the municipal government while operating under the LSAA as a Municipal HSP.

In this context, the HSP and the Funder agree that the Funder will provide funding to the HSP on the terms and conditions set out in this Agreement to enable the provision of services to the health system by the HSP.

In consideration of their respective agreements set out below, the Funder and the HSP covenant and agree as follows:

ARTICLE 1.0 - DEFINITIONS & INTERPRETATION

1.1 Definitions. In this Agreement the following terms will have the following meanings.

“**Accountability Agreements**” means each of the accountability agreements, as that term is defined in the Enabling Legislation, in place during a Funding Year, between Funder and the Ministry of Health, and between the Funder and the Ministry of Long

Term Care.

“Act” means the Fixing *Long-Term Care Homes Act, 2021* and the regulations made under it, as it and they may be amended from time to time, and includes any successor legislation.

“Active Offer” means the clear and proactive offer of service in French to individuals, from the first point of contact, without placing the responsibility of requesting services in French on the individual.

“Agreement” means this agreement and includes the Schedules and any instrument amending this agreement or the Schedules.

“Annual Balanced Budget” means that, in each calendar year of the term of this Agreement, the total expenses of the HSP in respect of the Services are less than or equal to the total revenue of the HSP in respect of the Services.

“Applicable Law” means all federal, provincial or municipal laws, orders, rules, regulations, common law, licence terms or by-laws, and includes terms or conditions of a licence or approval issued under the Act, that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement.

“Applicable Policy” means any orders, rules, policies, directives or standards of practice or Program Parameters issued or adopted by the Funder, by the Ministry or by other ministries or agencies of the province of Ontario that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement. Without limiting the generality of the foregoing, Applicable Policy includes the Design Manual and the Long Term Care Funding and Financial Management Policies and all other manuals, guidelines, policies and other documents listed on the Policy Web Pages as those manuals, guidelines, policies and other documents may be amended from time to time.

“Approved Funding” has the meaning ascribed to it in Schedule B.

“Beds” means the long term care home beds that are licensed or approved under the Act and identified in Schedule A, as the same may be amended from time to time.

“Board” means in respect of an HSP that is:

- (a) a corporation, the board of directors;
- (b) A First Nation, the band council;
- (c) a municipality, the committee of management;
- (d) a board of management established by one or more municipalities or by one or more First Nations’ band councils, the members of the board of management;
- (e) a partnership, the partners; and
- (f) a sole proprietorship, the sole proprietor.

“BPSAA” means the *Broader Public Sector Accountability Act, 2010*, and regulations made under it as it and they may be amended from time to time.

“CCA” means the *Connecting Care Act, 2019*, and the regulations under it, as it and they may be amended from time to time.

“CEO” means the individual accountable to the Board for the provision of the Services in accordance with the terms of this Agreement, which individual may be the executive director or administrator of the HSP, or may hold some other position or title within the HSP.

“Compliance Declaration” means a compliance declaration substantially in the form set out in Schedule E.

“Confidential Information” means information that is marked or otherwise identified as confidential by the disclosing party at the time the information is provided to the receiving party. Confidential Information does not include information that (a) was known to the receiving party prior to receiving the information from the disclosing party; (b) has become publicly known through no wrongful act of the receiving party; or (c) is required to be disclosed by law, provided that the receiving party provides Notice in a timely manner of such requirement to the disclosing party, consults with the disclosing party on the proposed form and nature of the disclosure, and ensures that any disclosure is made in strict accordance with Applicable Law.

“Conflict of Interest” in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under this Agreement

- (a) the HSP;
- (b) a member of the HSP’s Board; or
- (c) any person employed by the HSP who has the capacity to influence the HSP’s decision,

has other commitments, relationships or financial interests that:

- (a) could or could be seen to interfere with the HSP’s objective, unbiased and impartial exercise of its judgement; or
- (b) could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under this Agreement.

“Construction Funding Subsidy” has the meaning ascribed to it in Schedule B.

“Controlling Shareholder” of a corporation means a shareholder who or which holds (or another person who or which holds for the benefit of such shareholder), other than by way of security only, voting securities of such corporation carrying more than 50% of the votes for the election of directors, provided that the votes carried by such securities are sufficient, if exercised, to elect a majority of the board of directors of such corporation.

“Days” means calendar days.

“Design Manual” means the Ministry design manual or manuals in effect and applicable to the development, upgrade, retrofit, renovation or redevelopment of the Home or Beds subject to this Agreement.

“Designated” means designated as a public service agency under the FLSA.

“Digital Health” refers to the use of digital and virtual tools, products, technologies, data, and services that enable improved patient experience and population health outcomes, care quality, access, integration, coordination, and system sustainability when they are leveraged by patients, providers and integrated care teams;

“Director” has the same meaning ascribed to it in the Act.

“Effective Date” means April 1, 2023.

“Enabling Legislation” means the CCA.

“Explanatory Indicator” means a measure that is connected to and helps to explain performance in a Performance Indicator or a Monitoring Indicator. An Explanatory Indicator may or may not be a measure of the HSP’s performance. No Performance Target is set for an Explanatory Indicator.

“Factors Beyond the HSP’s Control” include occurrences that are, in whole or in part, caused by persons, entities or events beyond the HSP’s control. Examples may include, but are not limited to, the following:

- (a) significant costs associated with complying with new or amended Government of Ontario technical standards, guidelines, policies or legislation;
- (b) the availability of health care in the community (hospital care, long-term care, home care, and primary care);
- (c) the availability of health human resources; arbitration decisions that affect HSP employee compensation packages, including wage, benefit and pension compensation, which exceed reasonable HSP planned compensation settlement increases and in certain cases non-monetary arbitration awards that significantly impact upon HSP operational flexibility; and
- (d) catastrophic events, such as natural disasters and infectious disease outbreaks.

“FIPPA” means the *Freedom of Information and Protection of Privacy Act*, (Ontario) and the regulations made under it, as it and they may be amended from time to time.

“FLSA” means the *French Language Services Act* and the regulations made under it, as it and they may be amended from time to time.

“Funder” means Ontario Health.

“Funding” means the amounts of money provided by the Funder to the HSP in each Funding Year of this Agreement. Funding includes Approved Funding and Construction Funding Subsidy.

“Funding Year” means in the case of the first Funding Year, the period commencing on the January 1 prior to the Effective Date and ending on the following December 31, and in the case of Funding Years subsequent to the first Funding Year, the period commencing on the date that is January 1 following the end of the previous Funding Year and ending on the following December 31.

“Home” means the long-term care home at the location set out above, which for clarity includes the buildings where the Beds are located and for greater certainty, includes the

Beds and the common areas and common elements which will be used at least in part, for the Beds, but excludes any other part of the building which will not be used for the Beds being operated pursuant to this Agreement.

“HSP’s Personnel and Volunteers” means the Controlling Shareholders (if any), directors, officers, employees, agents, volunteers and other representatives of the HSP. In addition to the foregoing HSP’s Personnel and Volunteers shall include the contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives.

“Identified” means identified by the Funder or the Ministry to provide French language services.

“Indemnified Parties” means the Funder and its officers, employees, directors, independent contractors, subcontractors, agents, successors and assigns and His Majesty the King in right of Ontario and Her Ministers, appointees and employees, independent contractors, subcontractors, agents and assigns. Indemnified Parties also includes any person participating on behalf of the Funder in a Review.

“Interest Income” means interest earned on the Funding.

“Licence” means one or more of the licences or the approvals granted to the HSP in respect of the Beds at the Home under Part VII or Part VIII of the Act.

“Mandate Letter” has the meaning ascribed to it in the Memorandum of Understanding between the Ministry of Health and the Funder, and includes a letter from the Minister of Long-Term Care to the Funder establishing priorities in accordance with the Premier’s mandate letter to the Minister.

“Minister” means such minister of the Crown as may be designated as the responsible minister in relation to this Agreement or in relation to any subject matter under this Agreement, as the case may be, in accordance with the *Executive Council Act*, as amended.

“Ministry” means, as the context requires, the Minister or the Ministry of Health or the Minister of Long-Term Care or such other ministry as may be designated in accordance with Applicable Law as the ministry responsible in relation to the relevant matter or the Minister of that ministry, as the context requires.

“Monitoring Indicator” means a measure of HSP performance that may be monitored against provincial results or provincial targets, but for which no Performance Target is set.

“Notice” means any notice or other communication required to be provided pursuant to this Agreement, the Enabling Legislation or the Act.

“Ontario Health” means the corporation without share capital under the name Ontario Health as continued under the CCA.

“Performance Agreement” means an agreement between an HSP and its CEO that requires the CEO to perform in a manner that enables the HSP to achieve the terms of

this Agreement.

“Performance Corridor” means the acceptable range of results around a Performance Target.

“Performance Factor” means any matter that could or will significantly affect a party’s ability to fulfill its obligations under this Agreement, and for certainty, includes any such matter that may be brought to the attention of the Funder, whether by PICB or otherwise.

“Performance Indicator” means a measure of HSP performance for which a Performance Target is set; technical specifications of specific Performance Indicators can be found in the 2023-2024 LSAA Indicator Technical Specifications document, as it may be amended or replaced from time to time.

“Performance Standard” means the acceptable range of performance for a Performance Indicator or a Service Volume that results when a Performance Corridor is applied to a Performance Target.

“Performance Target” means the level of performance expected of the HSP in respect of a Performance Indicator or a Service Volume.

“person or entity” includes any individual and any corporation, partnership, firm, joint venture or other single or collective form of organization under which business may be conducted.

“PICB” means Performance Improvement and Compliance Branch of the Ministry, or any other branch or organizational unit of the Ministry that may succeed or replace it.

“Planning Submission” means the planning document submitted by the HSP to the Funder. The form, content and scheduling of the Planning Submission will be identified by the Funder.

“Policy Web Pages” means the web pages available at www.health.gov.on.ca/lsaapolicies, and at www.health.gov.on.ca/erssldpolitique or such other URLs or Web pages as the Funder or the Ministry may advise from time to time. Capital policies can be found at [Http://www.health.gov.on.ca/english/providers/program/ltc_redev/awardeeoperator.html](http://www.health.gov.on.ca/english/providers/program/ltc_redev/awardeeoperator.html).

“Program Parameter” means, in respect of a program, the provincial standards (such as operational, financial or service standards and policies, operating manuals and program eligibility), directives, guidelines and expectations and requirements for that program.

“RAI MDS Tools” means the standardized Resident Assessment Instrument – Minimum Data Set (“RAI MDS”) 2.0, the RAI MDS 2.0 User Manual and the RAI MDS Practice Requirements, as the same may be amended from time to time.

“Reports” means the reports described in Schedule C as well as any other reports or information required to be provided under the Enabling Legislation, the Act or this Agreement.

“Resident” has the meaning ascribed to it under the Act.

“Review” means a financial or operational audit, investigation, inspection or other form of review requested or required by the Funder under the terms of the Enabling Legislation or this Agreement, but does not include the annual audit of the HSP’s financial statements.

“Schedule” means any one, and **“Schedules”** mean any two or more, as the context requires, of the schedules appended to this Agreement including the following:

Schedule A: Description of Home and Services;

Schedule B: Additional Terms and Conditions Applicable to the Funding Model;

Schedule C: Reporting Requirements;

Schedule D: Performance; and

Schedule E: Form of Compliance Declaration

“Services” means the operation of the Beds and the Home and the accommodation, care, programs, goods and other services that are provided to Residents (i) to meet the requirements of the Act; (ii) to obtain Approved Funding; and (iii) to fulfill all commitments made to obtain a Construction Funding Subsidy.

“Service Volume” means a measure of Services for which a Performance Target is set.

- 1.2 Interpretation.** Words in the singular include the plural and vice-versa. Words in one gender include all genders. The words “including” and “includes” are not intended to be limiting and shall mean “including without limitation” or “includes without limitation”, as the case may be. The headings do not form part of this Agreement. They are for convenience of reference only and will not affect the interpretation of this Agreement. Terms used in the Schedules shall have the meanings set out in this Agreement unless separately and specifically defined in a Schedule in which case the definition in the Schedule shall govern for the purposes of that Schedule.

ARTICLE 2.0 - TERM AND NATURE OF THIS AGREEMENT

- 2.1 Term.** The term of this Agreement will commence on the Effective Date and will expire on the earlier of (1) March 31, 2024 or (2) the expiration or termination of all Licences, unless this Agreement is terminated earlier or extended pursuant to its terms.
- 2.2 A Service Accountability Agreement.** This Agreement is a service accountability agreement for the purposes of the Enabling Legislation.
- 2.3 Prior Agreements.** The parties acknowledge and agree that all prior agreements for the Services are terminated.

ARTICLE 3.0 - PROVISION OF SERVICES

- 3.1 Provision of Services.**

- (a) The HSP will provide the Services in accordance with, and otherwise comply with:

- (1) the terms of this Agreement;
 - (2) Applicable Law; and
 - (3) Applicable Policy.
- (b) When providing the Services, the HSP will meet the Performance Standards and conditions identified in Schedule D.
- (c) Unless otherwise provided in this Agreement, the HSP will not reduce, stop, start, expand, cease to provide or transfer the provision of the Services except with Notice to the Funder and if required by Applicable Law or Applicable Policy, the prior written consent of the Funder.
- (d) The HSP will not restrict or refuse the provision of Services to an individual, directly or indirectly, based on the geographic area in which the person resides in Ontario.

3.2 Subcontracting for the Provision of Services.

- (a) The parties acknowledge that, subject to the provisions of the Act and the Enabling Legislation, the HSP may subcontract the provision of some or all of the Services. For the purposes of this Agreement, actions taken or not taken by the subcontractor and Services provided by the subcontractor will be deemed actions taken or not taken by the HSP and Services provided by the HSP.
- (b) When entering into a subcontract the HSP agrees that the terms of the subcontract will enable the HSP to meet its obligations under this Agreement. Without limiting the foregoing, the HSP will include a provision that permits the Funder or its authorized representatives, to audit the subcontractor in respect of the subcontract if the Funder or its authorized representatives determines that such an audit would be necessary to confirm that the HSP has complied with the terms of this Agreement.
- (c) Nothing contained in this Agreement or a subcontract will create a contractual relationship between any subcontractor or its directors, officers, employees, agents, partners, affiliates or volunteers and the Funder.

3.3 Conflict of Interest. The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under this Agreement without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the Funder without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the Funder to resolve any Conflict of Interest.

3.4 Digital Health. The HSP shall make best efforts to:

- (a) align with, and participate in, the Funder's digital health planning, with the aim to improve data exchange and security, and use digital health to enable optimized patient experience, population health and wellbeing, and system sustainability;
- (b) assist the Funder to implement the provincial digital health plans by designing and modernizing digital health assets to optimize data sharing, exchange, privacy and security;

- (c) track the HSP's Digital Health performance against the Funder's plans and priorities;
- (d) engage with the Funder to maintain and enhance digital health assets to ensure service resilience, interoperability, security, and comply with any clinical, technical, and information management standards, including those related to data, architecture, technology, privacy and security, set for the HSP by the Funder and/or the Ministry; and
- (e) operate an information security program in alignment with reasonable guidance provided by Ontario Health.

3.5 Mandate Letter. The Funder will receive a Mandate Letter or Mandate Letters annually. Each Mandate Letter articulates areas of focus for the Funder, and the Minister's expectation that the Funder and health service providers it funds will collaborate to advance these areas of focus. To assist the HSP in its collaborative efforts with the Funder, the Funder will share each relevant Mandate Letter with the HSP. The Funder may also add local obligations to Schedule D as appropriate to further advance any priorities set out in a Mandate Letter.

3.6 French Language Services.

3.6.1 The Funder will provide the Ministry "Guide to Requirements and Obligations Relating to French Language Services" to the HSP and the HSP will fulfill its roles, responsibilities and other obligations set out therein.

3.6.2 If Not Identified or Designated. If the HSP has not been Designated or Identified, it will:

- (a) develop and implement a plan to address the needs of the local Francophone community, including the provision of information on services available in French;
- (b) work toward applying the principles of Active Offer in the provision of services;
- (c) provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community; and,
- (d) collect and submit to the Funder as requested by the Funder from time to time, French language service data.

3.6.3 If Identified. If the HSP is Identified, it will:

- (a) work toward applying the principles of Active Offer in the provision of services;
- (b) provide services to the public in French in accordance with its existing French language services capacity;
- (c) develop, and provide to the Funder upon request from time to time, a plan to become Designated by the date agreed to by the HSP and the Funder;

- (d) continuously work towards improving its capacity to provide services in French and toward becoming Designated within the time frame agreed to by the parties;
- (e) provide a report to the Funder that outlines progress in its capacity to provide services in French and toward becoming Designated;
- (f) annually, provide a report to the Funder that outlines how it addresses the needs of its local Francophone community; and,
- (g) collect and submit to the Funder, as requested by the Funder from time to time, French language services data.

3.6.4 If Designated. If the HSP is Designated it will:

- (a) apply the principles of Active Offer in the provision of services;
- (b) continue to provide services to the public in French in accordance with the provisions of the FLSA;
- (c) maintain its French language services capacity;
- (d) submit a French language implementation report to the Funder on the date specified by the Funder, and thereafter, on each anniversary of that date, or on such other dates as the Funder may, by Notice, require; and,
- (e) collect and submit to the Funder as requested by the Funder from time to time, French language services data.

ARTICLE 4.0 - FUNDING

4.1 Funding. Subject to the terms of this Agreement, and in accordance with the applicable provisions of the applicable Accountability Agreement, the Funder will provide the Funding by depositing the Funding in monthly instalments over the term of this Agreement, into an account designated by the HSP provided that the account resides at a Canadian financial institution and is in the name of the HSP.

4.2 Conditions of Funding.

- (a) The HSP will:
 - (1) use the Funding only for the purpose of providing the Services in accordance with Applicable Law, Applicable Policy and the terms of this Agreement;
 - (2) not use the Funding for compensation increases prohibited by Applicable Law;
 - (3) meet all obligations in the Schedules;
 - (4) fulfill all other obligations under this Agreement; and
 - (5) plan for and achieve an Annual Balanced Budget.
- (b) Interest Income will be reported to the Funder and is subject to a year-end reconciliation. The Funder may deduct the amount equal to the Interest Income from any further funding instalments under this or any other agreement with the HSP or the Funder may require the HSP to pay an amount equal to the unused Interest Income to the Ministry of Finance.

4.3 Limitation on Payment of Funding. Despite section 4.1, the Funder:

- (a) will not provide any funds to the HSP until this Agreement is fully executed;
- (b) may pro-rate the Funding if this Agreement is signed after the Effective Date;
- (c) will not provide any funds to the HSP until the HSP meets the insurance requirements described in section 10.4;
- (d) will not be required to continue to provide funds,
 - (1) if the Minister or the Director so directs under the terms of the Act;
 - (2) while the Home is under the control of an interim manager pursuant to section 157 of the Act; or
 - (3) in the event the HSP breaches any of its obligations under this Agreement until the breach is remedied to the Funder's satisfaction; and
- (e) upon notice to the HSP, may adjust the amount of funds it provides to the HSP in any Funding Year pursuant to Article 5.

4.4 Additional Funding. Unless the Funder has agreed to do so in writing, the Funder is not required to provide additional funds to the HSP for providing services other than the Services or for exceeding the requirements of Schedule D.

4.5 Appropriation. Funding under this Agreement is conditional upon an appropriation of moneys by the Legislature of Ontario to the Ministry and funding of the Funder by the Ministry pursuant to the Enabling Legislation. If the Funder does not receive its anticipated funding the Funder will not be obligated to make the payments required by this Agreement.

4.6 Procurement of Goods and Services.

- (a) If the HSP is subject to the procurement provisions of the BPSAA, the HSP will abide by all directives and guidelines issued by the Management Board of Cabinet that are applicable to the HSP pursuant to the BPSAA.
- (b) If the HSP is not subject to the procurement provisions of the BPSAA, the HSP will have a procurement policy in place that requires the acquisition of supplies, equipment or services valued at over \$25,000 through a competitive process that ensures the best value for funds expended. If the HSP acquires supplies, equipment or services with the Funding it will do so through a process that is consistent with this policy.

4.7 Disposition. Subject to Applicable Law and Applicable Policy, the HSP will not, without the Funder's prior written consent, sell, lease or otherwise dispose of any assets purchased with Funding, the cost of which exceeded \$25,000 at the time of purchase.

ARTICLE 5.0 - ADJUSTMENT AND RECOVERY OF FUNDING

5.1 Adjustment of Funding.

- (a) The Funder may adjust the Funding in any of the following circumstances:

- (1) in the event of changes to Applicable Law or Applicable Policy that affect Funding;
 - (2) on a change to the Services;
 - (3) if required by either the Director or the Minister under the Act;
 - (4) in the event that a breach of this Agreement is not remedied to the satisfaction of the Funder; and
 - (5) as otherwise permitted by this Agreement.
- (b) Funding recoveries or adjustments required pursuant to section 5.1(a) may be accomplished through the adjustment of Funding, requiring the repayment of Funding, through the adjustment of the amount of any future funding installments, or through both. Approved Funding already expended properly in accordance with this Agreement will not be subject to adjustment. The Funder will, at its sole discretion, and without liability or penalty, determine whether the Funding has been expended properly in accordance with this Agreement.
- (c) In determining the amount of a funding adjustment under section 5.1 (a) (4) or (5), the Funder shall take into account the following principles:
 - (1) Resident care must not be compromised through a funding adjustment arising from a breach of this Agreement;
 - (2) the HSP should not gain from a breach of this Agreement;
 - (3) if the breach reduces the value of the Services, the funding adjustment should be at least equal to the reduction in value; and
 - (4) the funding adjustment should be sufficient to encourage subsequent compliance with this Agreement,

and such other principles as may be articulated in Applicable Law or Applicable Policy from time to time.

5.2 Provision for the Recovery of Funding. The HSP will make reasonable and prudent provision for the recovery by the Funder of any Funding for which the conditions of Funding set out in section 4.2(a) are not met and will hold this Funding in an interest bearing account until such time as reconciliation and settlement has occurred with the Funder.

5.3 Settlement and Recovery of Funding for Prior Years.

- (a) The HSP acknowledges that settlement and recovery of Funding can occur up to 7 years after the provision of Funding.
- (b) Recognizing the transition of responsibilities from the Ministry to the Funder, the HSP agrees that if the parties are directed in writing to do so by the Ministry, the Funder will settle and recover funding provided by the Ministry to the HSP prior to the transition of the funding for the Services to the Funder, provided that such settlement and recovery occurs within 7 years of the provision of the funding by the Ministry. All such settlements and recoveries will be subject to the terms applicable to the original provision of funding.

5.4 Debt Due.

- (a) If the Funder requires the re-payment by the HSP of any Funding, the amount required will be deemed to be a debt owing to the Crown by the HSP. The Funder may adjust future funding instalments to recover the amounts owed or may, at its discretion, direct the HSP to pay the amount owing to the Crown and the HSP shall comply immediately with any such direction.
- (b) All amounts repayable to the Crown will be paid by cheque payable to the "Ontario Minister of Finance" and mailed or delivered to the Funder at the address provided in section 12.1.

5.5 Interest Rate. The Funder may charge the HSP interest on any amount owing by the HSP at the then current interest rate charged by the Province of Ontario on accounts receivable.

ARTICLE 6.0 - PLANNING & INTEGRATION

6.1 Planning for Future Years.

- (a) **Advance Notice.** The Funder will give at least 60 Days' Notice to the HSP of the date by which a Planning Submission, approved by the HSP's governing body, must be submitted to the Funder.
- (b) **Multi-Year Planning.** The Planning Submission will be in a form acceptable to the Funder and may be required to incorporate
 - (1) prudent multi-year financial forecasts;
 - (2) plans for the achievement of Performance Targets; and
 - (3) realistic risk management strategies.

If the Funder has provided multi-year planning targets for the HSP, the Planning Submission will reflect the planning targets.

- (c) **Multi-year Planning Targets.** The parties acknowledge that the HSP is not eligible to receive multi-year planning targets under the terms of Schedule B in effect as of the Effective Date. In the event that Schedule B is amended over the term of this Agreement and the Funder is able to provide the HSP with multi-year planning targets, the HSP acknowledges that these targets:
 - (1) are targets only;
 - (2) are provided solely for the purposes of planning;
 - (3) are subject to confirmation; and
 - (4) may be changed at the discretion of the Funder.

The HSP will proactively manage the risks associated with multi-year planning and the potential changes to the planning targets.

The Funder agrees that it will communicate any material changes to the planning targets as soon as reasonably possible.

- (d) **Service Accountability Agreements.** Subject to advice from the Director about the HSP's history of compliance under the Act and provided that the HSP has fulfilled its obligations under this Agreement, the parties expect that they will enter into a new service accountability agreement at the end of the Term. The Funder will give the HSP at least 6 months' Notice if the Funder does not intend to enter into negotiations for a subsequent service accountability agreement because the HSP has not fulfilled its obligations under this Agreement. The HSP acknowledges that if the Funder and the HSP enter into negotiations for a subsequent service accountability agreement, subsequent funding may be interrupted if the next service accountability agreement is not executed on or before the expiration date of this Agreement.

6.2 Community Engagement & Integration Activities.

- (a) **Community Engagement.** The HSP will engage the community of diverse persons and entities in the area where it provides health services when setting priorities for the delivery of health services and when developing plans for submission to the Funder including but not limited to the HSP's Planning Submission and integration proposals. As part of its community engagement activities, the HSPs will have in place and utilize effective mechanisms for engaging families, caregivers, clients, residents, patients and other individuals who use the services of the HSP, to help inform the HSP plans.
- (b) **Integration.** The HSP will, separately and in conjunction with the Funder, other health service providers, if applicable, and integrated care delivery systems, if applicable, identify opportunities to integrate the services of the health system to provide appropriate, coordinated, effective and efficient services.
- (c) **Reporting.** The HSP will report on its community engagement and integration activities, using any templates provided by the Funder, as requested by the Funder and in any event, in its year-end report to the Funder.

6.3 Planning and Integration Activity Pre-proposals.

- (a) **General.** A pre-proposal process has been developed to (A) reduce the costs incurred by an HSP when proposing operational or service changes; (B) assist the HSP to carry out its statutory obligations; and (C) enable an effective and efficient response by the Funder. Subject to specific direction from the Funder, this pre-proposal process will be used in the following instances:
- (1) the HSP is considering an integration, or an integration of services, as defined in the Enabling Legislation between the HSP and another person or entity;
 - (2) the HSP is proposing to reduce, stop, start, expand or transfer the location of services, which for certainty includes: the transfer of Services from the HSP to another person or entity anywhere; and the relocation or transfer of services from one of the HSP's sites to another of the HSP's sites anywhere;
 - (3) to identify opportunities to integrate the services of the health system, other than those identified in (A) or (B) above; or
 - (4) if requested by the Funder.

- (b) **Funder Evaluation of the Pre-proposal.** Use of the pre-proposal process is not formal Notice of a proposed integration under the Enabling Legislation. Funder consent to develop the project concept outlined in a pre-proposal does not constitute approval to proceed with the project. Nor does the Funder consent to develop a project concept presume the issuance of a favourable decision, should such a decision be required by the Enabling Legislation. Following the Funder's review and evaluation, the HSP may be invited to submit a detailed proposal and a business plan for further analysis. Guidelines for the development of a detailed proposal and business case will be provided by the Funder.
- (c) Where an HSP integrates its services with those of another person and the integration relates to services funded in whole or in part by the Funder, the HSP will follow the provisions of the Enabling Legislation. Without limiting the foregoing, a transfer of services from the HSP to another person or entity is an example of an integration to which the Enabling Legislation may apply.

6.4 Proposing Integration Activities in the Planning Submission. No integration activity described in section 6.3 may be proposed in a Planning Submission unless the Funder has consented, in writing, to its inclusion pursuant to the process set out in section 6.3.

6.5 Termination of Designation of Convalescent Care Beds.

- (a) Notwithstanding section 6.3, the provisions in this section 6.5 apply to the termination of a designation of convalescent care Beds.
- (b) The HSP may terminate the designation of one or more convalescent care Beds and revert them back to long-stay Beds at any time provided the HSP gives the Ministry and the Funder at least 6 months' prior Notice. Such Notice shall include:
 - (1) a detailed transition plan, satisfactory to the Funder acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and to revert same to a long-stay Bed; and,
 - (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate and the Bed will revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the 6-month Notice period has been discharged from that Bed, unless otherwise agreed by the Funder and the HSP.

- (c) The Funder may terminate the designation of the convalescent care Beds at any time by giving at least 6 months' prior Notice to the HSP. Upon receipt of any such Notice, the HSP shall, within the timeframe set out in the Notice, provide the Funder with:
 - (1) a detailed transition plan, satisfactory to the Funder acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and, if required by the Notice, to revert same to a long-stay Bed; and,

- (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate, and if applicable revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the Notice period has been discharged from that Bed, unless otherwise agreed by the Funder and the HSP.

ARTICLE 7.0 - PERFORMANCE

7.1 Performance. The parties will strive to achieve on-going performance improvement. They will address performance improvement in a proactive, collaborative and responsive manner.

7.2 Performance Factors.

- (a) Each party will notify the other party of the existence of a Performance Factor, as soon as reasonably possible after the party becomes aware of the Performance Factor. The Notice will:
 - (1) describe the Performance Factor and its actual or anticipated impact;
 - (2) include a description of any action the party is undertaking, or plans to undertake, to remedy or mitigate the Performance Factor;
 - (3) indicate whether the party is requesting a meeting to discuss the Performance Factor; and
 - (4) address any other issue or matter the party wishes to raise with the other party.
- (b) The recipient party will provide a written acknowledgment of receipt of the Notice within 7 Days of the date on which the Notice was received ("Date of the Notice").
- (c) Where a meeting has been requested under section 7.2(a), the parties agree to meet and discuss the Performance Factors within 14 Days of the Date of the Notice, in accordance with the provisions of section 7.3. PICB may be included in any such meeting at the request of either party.

7.3 Performance Meetings. During a meeting on performance, the parties will:

- (a) discuss the causes of a Performance Factor;
- (b) discuss the impact of a Performance Factor on the health system and the risk resulting from non-performance; and
- (c) determine the steps to be taken to remedy or mitigate the impact of the Performance Factor (the "Performance Improvement Process").

7.4 The Performance Improvement Process.

- (a) The Performance Improvement Process will focus on the risks of non-performance and problem-solving. It may include one or more of the following actions:
 - (1) a requirement that the HSP develop and implement an improvement

- plan that is acceptable to the Funder;
- (2) the conduct of a Review;
- (3) an amendment of the HSP's obligations; and
- (4) an in-year, or year end, adjustment to the Funding,

among other possible means of responding to the Performance Factor or improving performance.

- (b) Any performance improvement process begun under a prior service accountability agreement that was not completed under the prior agreement will continue under this Agreement. Any performance improvement required by a Funder under a prior service accountability agreement will be deemed to be a requirement of this Agreement until fulfilled or waived by the Funder.

7.5 Factors Beyond the HSP's Control. Despite the foregoing, if the Funder, acting reasonably, determines that the Performance Factor is, in whole or in part, a Factor Beyond the HSP's Control:

- (a) the Funder will collaborate with the HSP to develop and implement a mutually agreed upon joint response plan which may include an amendment of the HSP's obligations under this Agreement;
- (b) the Funder will not require the HSP to prepare an Improvement Plan; and
- (c) the failure to meet an obligation under this Agreement will not be considered a breach of this Agreement to the extent that failure is caused by a Factor Beyond the HSP's Control.

ARTICLE 8.0 - REPORTING, ACCOUNTING AND REVIEW

8.1 Reporting.

- (a) **Generally.** The Funder's ability to enable the health system to provide appropriate, co-ordinated, effective and efficient health services, is heavily dependent on the timely collection and analysis of accurate information. The HSP acknowledges that the timely provision of accurate information related to the HSP, its Residents and its performance of its obligations under this Agreement, is under the HSP's control.
- (b) **Specific Obligations.** The HSP:
 - (1) will provide to the Funder, or to such other entity as the Funder may direct, in the form and within the time specified by the Funder, the Reports other than personal health information as defined in the Enabling Legislation, that the Funder requires for the purposes of exercising its powers and duties under this Agreement or the Enabling Legislation or for the purposes that are prescribed under any Applicable Law;
 - (2) will comply with the applicable reporting standards and requirements in both Chapter 9 of the Ontario Healthcare Reporting Standards and the RAI MDS Tools;
 - (3) will fulfil the specific reporting requirements set out in Schedule C;
 - (4) will ensure that every Report is complete, accurate, signed on behalf

of the HSP by an authorized signing officer where required and provided in a timely manner and in a form satisfactory to the Funder; and

- (5) agrees that every Report submitted to the Funder by or on behalf of the HSP, will be deemed to have been authorized by the HSP for submission.

For certainty, nothing in this section 8.1 or in this Agreement restricts or otherwise limits the Funder's right to access or to require access to personal health information as defined in the Enabling Legislation, in accordance with Applicable Law for purposes of carrying out the Funder's statutory objects to achieve the purposes of the Enabling Legislation.

- (c) **RAI MDS.** Without limiting the foregoing, the HSP
 - (1) will conduct quarterly assessments of Residents, and all other assessments of Residents required by the RAI MDS Tools, using the RAI MDS Tools;
 - (2) will ensure that the RAI MDS Tools are used correctly to produce an accurate assessment of the HSP's Residents ("RAI MDS Data");
 - (3) will submit the RAI MDS Data to the Canadian Institute for Health Information ("CIHI") in an electronic format at least quarterly in accordance with the submission guidelines set out by CIHI; and
 - (4) acknowledges that if used incorrectly, the RAI MDS Tools can increase Funding beyond that to which the HSP would otherwise be entitled. The HSP will therefore have systems in place to regularly monitor, evaluate and where necessary correct the quality and accuracy of the RAI MDS Data.
- (d) **Quality Improvement Plan.** The HSP will submit a Quality Improvement Plan to Ontario Health that is aligned with this Agreement and supports health system priorities.
- (e) **CEO Changes.** The HSP will immediately notify the Funder if it becomes aware that the HSP's CEO will depart the organization.
- (f) **French Language Services.** If the HSP is required to provide services to the public in French under the provisions of the *FLSA*, the HSP will be required to submit a French language services report to the Funder. If the HSP is not required to provide services to the public in French under the provisions of the *FLSA*, it will be required to provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community.
- (g) **Declaration of Compliance.** On or before March 1 of each Funding Year, the Board will issue a Compliance Declaration declaring that the HSP has complied with the terms of this Agreement. The form of the declaration is set out in Schedule E and may be amended by the Funder from time to time through the term of this Agreement.
- (h) **Financial Reductions.** Notwithstanding any other provision of this Agreement, and at the discretion of the Funder, the HSP may be subject to a financial reduction if any of the Reports are received after the due date, are incomplete, or are inaccurate where the errors or delay were not as a result of Funder actions or inaction or the actions or inactions of persons acting on behalf of the Funder. If assessed, the financial reduction will be as follows:

- (1) if received within 7 Days after the due date, incomplete or inaccurate, the financial penalty will be the greater of (1) a reduction of 0.02 percent (0.02%) of the Funding; or (2) two hundred and fifty dollars (\$250.00); and
- (2) for every full or partial week of non-compliance thereafter, the rate will be one half of the initial reduction.

8.2 Reviews.

- (a) During the term of this Agreement and for 7 years after the term of this Agreement, the HSP agrees that the Funder or its authorized representatives may conduct a Review of the HSP to confirm the HSP's fulfillment of its obligations under this Agreement. For these purposes the Funder or its authorized representatives may, upon 24 hours' Notice to the HSP and during normal business hours enter the HSP's premises to:
 - (1) inspect and copy any financial records, invoices and other finance-related documents, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding or otherwise to the Services; and
 - (2) inspect and copy non-financial records, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding, the Services or otherwise to the performance of the HSP under this Agreement.
- (b) The cost of any Review will be borne by the HSP if the Review (1) was made necessary because the HSP did not comply with a requirement under the Act or this Agreement; or (2) indicates that the HSP has not fulfilled its obligations under this Agreement, including its obligations under Applicable Law and Applicable Policy.
- (c) To assist in respect of the rights set out in (a) above the HSP shall disclose any information requested by the Funder or its authorized representatives, and shall do so in a form requested by the Funder or its authorized representatives.
- (d) The HSP may not commence a proceeding for damages or otherwise against any person with respect to any act done or omitted to be done, any conclusion reached or report submitted that is done in good faith in respect of a Review.

8.3 Document Retention and Record Maintenance. The HSP will

- (a) retain all records (as that term is defined in FIPPA) related to the HSP's performance of its obligations under this Agreement for 7 years after the termination or expiration of the term of this Agreement. The HSP's obligations under this section will survive any termination or expiry of this Agreement;
- (b) keep all financial records, invoices and other finance-related documents relating to the Funding or otherwise to the Services in a manner consistent with either generally accepted accounting principles or international financial reporting standards as advised by the HSP's auditor; and
- (c) keep all non-financial documents and records relating to the Funding or otherwise to the Services in a manner consistent with all Applicable Law.

8.4 Disclosure of Information.

- (a) **FIPPA.** The HSP acknowledges that the Funder is bound by FIPPA and that any information provided to the Funder in connection with this Agreement may be subject to disclosure in accordance with FIPPA.
- (b) **Confidential Information.** The parties will treat Confidential Information as confidential and will not disclose Confidential Information except with the consent of the disclosing party or as permitted or required under FIPPA, the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act, 2004*, the Act, court order, subpoena or other Applicable Law. Notwithstanding the foregoing, the Funder may disclose information that it collects under this Agreement in accordance with the Enabling Legislation.

8.5. Transparency. The HSP will post a copy of this Agreement and each Compliance Declaration submitted to the Funder during the term of this Agreement in a conspicuous and easily accessible public place at the Home and on its public website if the HSP operates a public website.

8.6 Auditor General. For greater certainty the Funder's rights under this article are in addition to any rights provided to the Auditor General under the *Auditor General Act* (Ontario).

- (a)

ARTICLE 9.0 - REPRESENTATIONS, WARRANTIES AND COVENANTS

9.1 General. The HSP represents, warrants and covenants that:

- (a) it is, and will continue for the term of this Agreement to be, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has the experience and expertise necessary to carry out the Services;
- (c) it holds all permits, licences, consents, intellectual property rights and authorities necessary to perform its obligations under this Agreement;
- (d) all information that the HSP provided to the Funder in its Planning Submission or otherwise in support of its application for funding was true and complete at the time the HSP provided it, and will, subject to the provision of Notice otherwise, continue to be true and complete for the term of this Agreement;
- (e) it has not and will not for the term of this Agreement, enter into a non-arm's transaction that is prohibited by the Act; and
- (f) it does, and will continue for the term of this Agreement to, operate in compliance with all Applicable Law and Applicable Policy.

9.2 Execution of Agreement. The HSP represents and warrants that:

- (a) it has the full power and authority to enter into this Agreement; and
- (b) it has taken all necessary actions to authorize the execution of this Agreement.

9.3 Governance.

- (a) The HSP represents, warrants and covenants that it has established, and will maintain for the period during which this Agreement is in effect, policies and procedures:
 - (1) that set out one or more codes of conduct for, and that identify, the ethical responsibilities for all persons at all levels of the HSP's organization;
 - (2) to ensure the ongoing effective functioning of the HSP;
 - (3) for effective and appropriate decision-making;
 - (4) for effective and prudent risk-management, including the identification and management of potential, actual and perceived conflicts of interest;
 - (5) for the prudent and effective management of the Funding;
 - (6) to monitor and ensure the accurate and timely fulfillment of the HSP's obligations under this Agreement and compliance with the Act and the Enabling Legislation;
 - (7) to enable the preparation, approval and delivery of all Reports;
 - (8) to address complaints about the provision of Services, the management or governance of the HSP; and
 - (9) to deal with such other matters as the HSP considers necessary to ensure that the HSP carries out its obligations under this Agreement.
- (b) The HSP represents and warrants that it:
 - (1) has, or will have within 60 Days of the execution of this Agreement, a Performance Agreement with its CEO;
 - (2) will take all reasonable care to ensure that its CEO complies with the Performance Agreement; and
 - (3) will enforce the HSP's rights under the Performance Agreement.

9.4 Funding, Services and Reporting. The HSP represents, warrants and covenants that:

- (a) the Funding is, and will continue to be, used only to provide the Services in accordance with the terms of this Agreement;
- (b) the Services are and will continue to be provided:
 - (1) by persons with the expertise, professional qualifications, licensing and skills necessary to complete their respective tasks; and
 - (2) in compliance with Applicable Law and Applicable Policy; and
- (c) every Report is and will continue to be, accurate and in full compliance with the provisions of this Agreement, including any particular requirements applicable to the Report, and any material change to a Report will be communicated to the Funder immediately.

9.5 Supporting Documentation. Upon request, the HSP will provide the Funder with proof of the matters referred to in this Article.

ARTICLE 10.0 - LIMITATION OF LIABILITY, INDEMNITY & INSURANCE

- 10.1 Limitation of Liability.** The Indemnified Parties will not be liable to the HSP or any of the HSP's Personnel and Volunteers for costs, losses, claims, liabilities and damages howsoever caused arising out of or in any way related to the Services or otherwise in connection with this Agreement, unless caused by the negligence or wilful act of any of the Indemnified Parties.
- 10.2 Same.** For greater certainty and without limiting section 10.1, the Funder is not liable for how the HSP and the HSP's Personnel and Volunteers carry out the Services and is therefore not responsible to the HSP for such Services. Moreover, the Funder is not contracting with or employing any HSP's Personnel and Volunteers to carry out the terms of this Agreement. As such, it is not liable for contracting with, employing or terminating a contract with or the employment of any HSP's Personnel and Volunteers required to carry out this Agreement, nor for the withholding, collection or payment of any taxes, premiums, contributions or any other remittances due to government for the HSP's Personnel and Volunteers required by the HSP to carry out this Agreement.
- 10.3 Indemnification.** The HSP hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant costs), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, the "Claims"), by whomever made, sustained, brought or prosecuted, including for third party bodily injury (including death), personal injury and property damage, in any way based upon, occasioned by or attributable to anything done or omitted to be done by the HSP or the HSP's Personnel and Volunteers in the course of the performance of the HSP's obligations under, or otherwise in connection with, this Agreement, unless caused by the negligence or wilful misconduct of any Indemnified Parties.
- 10.4 Insurance.**
- (a) **Generally.** The HSP shall protect itself from and against all Claims that might arise from anything done or omitted to be done by the HSP and the HSP's Personnel and Volunteers under this Agreement and more specifically all Claims that might arise from anything done or omitted to be done under this Agreement where bodily injury (including personal injury), death or property damage, including loss of use of property is caused.
- (b) **Required Insurance.** The HSP will put into effect and maintain, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person in the business of the HSP would maintain including, but not limited to, the following at its own expense.
- (1) **Commercial General Liability Insurance.** Commercial General Liability Insurance, for third party bodily injury, personal injury and property damage to an inclusive limit of not less than 2 million dollars per occurrence and not less than 2 million dollars products and completed operations aggregate. The policy will include the following clauses:
- A. The Indemnified Parties as additional insureds,
B. Contractual Liability,

- C. Cross-Liability,
 - D. Products and Completed Operations Liability,
 - E. Employers Liability and Voluntary Compensation unless the HSP complies with the Section below entitled “Proof of WSIA Coverage”,
 - F. Tenants Legal Liability (for premises/building leases only),
 - G. Non-Owned automobile coverage with blanket contractual coverage for hired automobiles, and
 - H. A 30 Day written notice of cancellation, termination or material change.
- (2) **Proof of WSIA Coverage.** Unless the HSP puts into effect and maintains Employers Liability and Voluntary Compensation as set out above, the HSP will provide the Funder with a valid *Workplace Safety and Insurance Act, 1997* (“WSIA”) Clearance Certificate and any renewal replacements, and will pay all amounts required to be paid to maintain a valid WSIA Clearance Certificate throughout the term of this Agreement.
- (3) All Risk Property Insurance on property of every description, for the term, providing coverage to a limit of not less than the full replacement cost, including earthquake and flood. All reasonable deductibles and self-insured retentions are the responsibility of the HSP.
- (4) Comprehensive Crime insurance, Disappearance, Destruction and Dishonest coverage.
- (5) Errors and Omissions Liability Insurance insuring liability for errors and omissions in the provision of any professional services as part of the Services or failure to perform any such professional services, in the amount of not less than two million dollars per claim and in the annual aggregate.
- (c) **Certificates of Insurance.** The HSP will provide the Funder with proof of the insurance required by this Agreement in the form of a valid certificate of insurance that references this Agreement and confirms the required coverage, on or before the commencement of this Agreement, and renewal replacements on or before the expiry of any such insurance. Upon the request of the Funder, a copy of each insurance policy shall be made available to it. The HSP shall ensure that each of its subcontractors obtains all the necessary and appropriate insurance that a prudent person in the business of the subcontractor would maintain and that the Indemnified Parties are named as additional insureds with respect to any liability arising in the course of performance of the subcontractor's obligations under the subcontract.

ARTICLE 11.0 – TERMINATION

11.1 Termination by the Funder.

- (a) **Immediate Termination.** The Funder may terminate this Agreement immediately upon giving Notice to the HSP if:

- (1) the HSP is unable to provide or has discontinued the Services in whole or in part or the HSP ceases to carry on business;
 - (2) the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
 - (3) the Funder is directed, pursuant to the Act, to terminate this Agreement by the Minister or the Director;
 - (4) the Home has been closed in accordance with the Act; or
 - (5) as provided for in section 4.5, the Funder does not receive the necessary funding from the Ministry.
- (b) **Termination in the Event of Financial Difficulties.** If the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver the Funder will consult with the Director before determining whether this Agreement will be terminated. If the Funder terminates this Agreement because a person has exercised a security interest as contemplated by section 107 of the Act, the Funder would expect to enter into a service accountability agreement with the person exercising the security interest or the receiver or other agent acting on behalf of that person where the person has obtained the Director's approval under section 110 of the Act and has met all other relevant requirements of Applicable Law.
- (c) **Opportunity to Remedy Material Breach.** If an HSP breaches any material provision of this Agreement, including, but not limited to, the reporting requirements in Article 8 and the representations and warranties in Article 10 and the breach has not been satisfactorily resolved under Article 7, the Funder will give the HSP Notice of the particulars of the breach and of the period of time within which the HSP is required to remedy the breach. The Notice will advise the HSP that the Funder may terminate this Agreement:
- (1) at the end of the Notice period provided for in the Notice if the HSP fails to remedy the breach within the time specified in the Notice; or
 - (2) prior to the end of the Notice period provided for in the Notice if it becomes apparent to the Funder that the HSP cannot completely remedy the breach within that time or such further period of time as the Funder considers reasonable, or the HSP is not proceeding to remedy the breach in a way that is satisfactory to the Funder; and
- the Funder may then terminate this Agreement in accordance with the Notice.

11.2 Termination of Services by the HSP.

- (a) Except as provided in section 11.2(b) and (c) below, the HSP may terminate this Agreement at any time, for any reason, upon giving the Funder at least six months' Notice.
- (b) Where the HSP intends to cease providing the Services and close the Home, the HSP will provide Notice to the Funder at the same time the HSP is required to provide Notice to the Director under the Act. The HSP will ensure that the closure plan required by the Act is acceptable to the Funder.

- (c) Where the HSP intends to cease providing the Services as a result of an intended sale or transfer of a Licence in whole or in part, the HSP will comply with section 6.3 of this Agreement.

11.3 Consequences of Termination.

- (a) If this Agreement is terminated pursuant to this Article, the Funder may:
- (1) cancel all further Funding instalments;
 - (2) demand the repayment of any Funding remaining in the possession or under the control of the HSP;
 - (3) determine the HSP's reasonable costs to wind down the Services; and
 - (4) permit the HSP to offset the costs determined pursuant to section (3), against the amount owing pursuant to section (2).
- (b) Despite (a), if the cost determined pursuant to section 11.3(a) (3) exceeds the Funding remaining in the possession or under the control of the HSP the Funder will not provide additional monies to the HSP to wind down the Services.

11.4 Effective Date. Termination under this Article will take effect as set out in the Notice.

11.5 Corrective Action. Despite its right to terminate this Agreement pursuant to this Article, the Funder may choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the Funder determines, to ensure the successful completion of the Services in accordance with the terms of this Agreement.

ARTICLE 12.0 - NOTICE

12.1 Notice. A Notice will be in writing; delivered personally, by pre-paid courier, by any form of mail where evidence of receipt is provided by the post office or by facsimile with confirmation of receipt, or by email where no delivery failure notification has been received. For certainty, delivery failure notification includes an automated 'out of office' notification. A Notice will be addressed to the other party as provided below or as either party will later designate to the other in writing:

To the Funder:

Ontario Health
525 University Avenue, 5th Floor
Toronto ON, M5G 2L3

Attn: Chief Regional Officer, Toronto and East

Email: OH-East_Submissions@ontariohealth.ca

To the HSP:

Corporation of the County of Renfrew
Bonnechere Manor
470 Albert Street
Renfrew ON, K7V 4L5

Attn: Director of Long-Term Care

Email: MBlackmore@countyofrenfrew.on.ca

- 12.2 Notices Effective From.** A Notice will be deemed to have been duly given 1 business day after delivery if Notice is delivered personally, by pre-paid courier or by mail. A Notice that is delivered by facsimile with confirmation of receipt or by email where no delivery failure notification has been received will be deemed to have been duly given 1 business day after the facsimile or email was sent.

ARTICLE 13.0 - INTERPRETATION

- 13.1 Interpretation.** In the event of a conflict or inconsistency in any provision of this Agreement, the main body of this Agreement will prevail over the Schedules.
- 13.2 Jurisdiction.** Where this Agreement requires compliance with the Act, the Director will determine compliance and advise the Funder. Where the Act requires compliance with this Agreement, the Funder will determine compliance and advise the Director.
- 13.3 Determinations by the Director.** All determinations required by the Director under this Agreement are subject to an HSP's rights of review and appeal under the Act.
- 13.4 The Act.** For greater clarity, nothing in this Agreement supplants or otherwise excuses the HSP from the fulfillment of any requirements of the Act. The HSP's obligations in respect of the Enabling Legislation and this Agreement are separate and distinct from the HSP's obligations under the Act.

ARTICLE 14.0 - ADDITIONAL PROVISIONS

- 14.1 Currency.** All payment to be made by the Funder or the HSP under this Agreement shall be made in the lawful currency of Canada.
- 14.2 Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.
- 14.3 Terms and Conditions on Any Consent.** Any consent or approval that the Funder may grant under this Agreement is subject to such terms and conditions as the Funder may reasonably require.
- 14.4 Waiver.** A party may only rely on a waiver of the party's failure to comply with any term of this Agreement if the other party has provided a written and signed Notice of waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.
- 14.5 Parties Independent.** The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by

any agreements, warranties or representations made by the other party to any other person or entity, nor with respect to any other action of the other party.

- 14.6 Funder is an Agent of the Crown.** The parties acknowledge that the Funder is an agent of the Crown and may only act as an agent of the Crown in accordance with the provisions of the Enabling Legislation. Notwithstanding anything else in this Agreement, any express or implied reference to the Funder providing an indemnity or any other form of indebtedness or contingent liability that would directly or indirectly increase the indebtedness or contingent liabilities of the Funder or of Ontario, whether at the time of execution of this Agreement or at any time during the term of this Agreement, will be void and of no legal effect.
- 14.7 Express Rights and Remedies Not Limited.** The express rights and remedies of the Funder are in addition to and will not limit any other rights and remedies available to the Funder at law or in equity. For further certainty, the Funder has not waived any provision of any applicable statute, including the Act and the Enabling Legislation, nor the right to exercise its rights under these statutes at any time.
- 14.8 No Assignment.** The HSP will not assign this Agreement or the Funding in whole or in part, directly or indirectly, without the prior written consent of the Funder which consent shall not be unreasonably withheld. No assignment or subcontract shall relieve the HSP from its obligations under this Agreement or impose any liability upon the Funder to any assignee or subcontractor. The Funder may assign this Agreement or any of its rights and obligations under this Agreement to any one or more agencies or ministries of His Majesty the King in right of Ontario and as otherwise directed by the Ministry.
- 14.9 Governing Law.** This Agreement and the rights, obligations and relations of the parties hereto will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Any litigation arising in connection with this Agreement will be conducted in Ontario unless the parties agree in writing otherwise.
- 14.10 Survival.** The provisions in Articles 1.0, 5.0, 8.0, 10.5, 11.0, 13.0, 14.0 and 15.0 and sections 2.3, 4.6, 9.4, 19.5 and 11.3 will continue in full force and effect for a period of seven years from the date of expiry or termination of this Agreement.
- 14.11 Further Assurances.** The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 14.12 Amendment of Agreement.** This Agreement may only be amended by a written agreement duly executed by the parties.
- 14.13 Counterparts.** This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.
- 14.14 Insignia and Logo.** Neither party may use any insignia or logo of the other party without the prior written permission of the other party. For purposes of this section 14.14, the insignia or logo of the Funder includes the insignia and logo of His Majesty the King in right of Ontario.

ARTICLE 15.0 - ENTIRE AGREEMENT

15.1 Entire Agreement. This Agreement together with the appended Schedules constitutes the entire Agreement between the parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

The parties have executed this Agreement on the dates set out below.

ONTARIO HEALTH

By:

Anna Greenberg,
Chief Regional Officer, Toronto and East

Date

And by:

Eric Partington,
Vice President, Performance, Accountability,
and Funding Allocation, Ontario Health (East)

Date

CORPORATION OF THE COUNTY OF RENFREW

By:

Craig Kelley,
Chief Administrative Officer/
Clerk of the County of Renfrew

Date

I have authority to bind the HSP

And by:

Peter Emon,
Warden

Date

I have authority to bind the HSP

2023-24 Description of Home and Services

LTCH Name: Bonnechere Manor

A.1 General Information

Name of Licensee: (as referred to on your Long-Term Care Home Licence)	Corporation of the County of Renfrew		
Name of Home: (as referred to on your Long-Term Care Home Licence)	Bonnechere Manor		
LTCH Master Number (e.g. NH9898)	H11812		
Address	470 Albert Street		
City	Renfrew	Postal Code	K7V 4L5
Accreditation organization	Accreditation Canada		
Date of Last Accreditation (Award Date – e.g. May 31, 2020)	On-site survey: Nov 24-27, 2019 Award Date: Dec 12, 2019	Year(s) Awarded (e.g. 3 years)	4
French Language Services (FLS)	Identified (Y/N)	N	Designated Y/N N
Culturally Designated Home	Self Identified (Y/N)	N	Specific Community Served (i.e ethnic, linguistic or religious) N

2023-24 Description of Home and Services

LTCH Name: Bonnechere Manor

A.2 Licensed or Approved Beds & Classification / Bed Type

1. Licence Type	Total # of Beds					Licence Expiry Date (e.g. May 31, 2025)	Comments/Additional Information
	A	B	C	Upgraded D	New		
Licence ("Regular" or Municipal Approval)	180						
TOTAL BEDS (1)	180						
Please include information specific to the following types of licences on a separate line below. Temporary Licence, Temporary Emergency Licence, or Short-Term Authorization							Note: Each individual licence should be on a separate row. Please add additional rows as required.
2. Licence Type	Total # of Beds		Licence Expiry Date (e.g., May 31, 2025)		Comments/Additional Information		
Temporary	0						
Temporary Emergency	0						
Short-Term Authorization	0						
TOTAL BEDS (2)	0						
TOTAL # OF ALL LICENSED BEDS (1) + (2)	180						

2023-24 Description of Home and Services

LTCH Name: Bonnechere Manor

Usage Type	Total # of Beds	Expiry Date (e.g., May 31, 2025)	Comments/Additional Information
Long Stay Beds (not including beds below)	178	ongoing	
Convalescent Care Beds	0		
Respite Beds	2	Annual Renew	
ELDCAP Beds	0		
Interim Beds	0		
Veterans' Priority Access beds	0		
Beds in Abeyance (BIA)	0		
Designated Specialized Unit beds	0		
Other beds *	0		
Total # of all Bed Types (3)	180		

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

** Include beds set aside in accordance with Emergency Plans (O. Reg 246/22 s. 268)

A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations or current occupancy).

Room Type	Rooms	Multiplier	Number of beds
Number of rooms with 1 bed	132	x 1	132

2023-24 Description of Home and Services

LTCH Name: Bonnechere Manor

Number of rooms with 2 beds	24	x 2	48
Number of rooms with 3 beds	0	x 3	0
Number of rooms with 4 beds	0	x 4	0
Total Number of Rooms	156	Total Number of Beds*	180

***Ensure the "Total Number of Beds" above matches "Total # of all Bed Types (3)" from Table A.2**

Original Construction Date (Year)	1995
Redevelopment: Please list year and details (unit/resident home area, design standards, # beds, reason for redevelopment. If active, please provide stage of redevelopment and forecasted year of completion.)	1)N/A 2) 3) 4)

Number of Units/Resident Home Areas and Beds

Unit/Resident Home Area	Number of Beds
HM1 North Birch Lane	35
HM1 South Spruce Lane	35
HM2 North Tamarac Lane	35
HM2 South Willow Lane	35
Pinnacle North Maple Lane	20
Pinnacle South Oak Lane	20
Total Number of Beds (Ensure total matches "Total # of all Bed Types (3)" from Table A.2)	180

Other Reporting

Accommodation Breakdown*			
Accommodation Type	Basic	Semi-Private	Private
	48	88	44
Total Beds	48	88	44

*For accommodation definition see *Fixing Long-Term Care Act, 2021*
<https://www.ontario.ca/laws/regulation/220246#BK4>

Schedule B

Additional Terms and Conditions Applicable to the Funding Model

1.0 Background. Ontario Health provides subsidy funding to long-term care home health service providers pursuant to a funding model set by MOH and MLTC. The current model provides estimated per diem funding that is subsequently reconciled. The current funding model is under review and may change during the Term (as defined below). As a result, and for ease of amendment during the Term, this Agreement incorporates certain terms and conditions that relate to the funding model in this Schedule B.

2.0 Additional Definitions. Any terms not otherwise defined in this Schedule have the same meaning attributed to them in the main body of this Agreement. The following terms have the following meanings:

“Allowable Subsidy” refers to Allowable Subsidy as defined in s. 1 of Reg. 200/21 under Connecting Care Act, 2019.

“Construction Funding Subsidy” or “CFS” means the funding that the MOH and MLTC agreed to provide, or to ensure the provision of, to the HSP, in an agreement for the construction, development, redevelopment, retrofitting or upgrading of beds (a **“Development Agreement”**).

“CFS Commitments” means

- (a) commitments of the HSP related to a Development Agreement, identified in Schedule A of the service agreement in respect of the Home in effect between the HSP and the funder and
- (b) commitments of the HSP identified in a Development Agreement in respect of beds that were developed or redeveloped and opened for occupancy (including, without limitation, any commitments set out in the HSP’s Application as defined in the Development Agreement, and any conditions agreed to in the Development Agreement in respect of any permitted variances from standard design standards.)

“Envelope” is a portion of the Estimated Provincial Subsidy that is designated for a specific use. There are four Envelopes in the Estimated Provincial Subsidy as follows:

- (a) the “Nursing and Personal Care” Envelope;
- (b) the “Program and Support Services” Envelope;
- (c) the “Raw Food” Envelope; and
- (d) the “Other Accommodation” Envelope.

“Estimated Provincial Subsidy” means the estimated provincial subsidy to be provided by Ontario Health to an HSP calculated in accordance with Applicable Law and Applicable Policy.

“Reconciliation Report” refers to the Reconciliation Report as referenced in s. 1 of Reg 200/21 under Connecting Care Act, 2019.

“Term” means the term of this Agreement.

3.0 Provision of Funding.

3.1 In each Funding Year, Ontario Health shall advise the HSP of the amount of its Estimated Provincial Subsidy. The amount of the Estimated Provincial Subsidy shall be calculated on both a monthly basis and an annual basis and will be allocated among the Envelopes and other funding streams applicable to the HSP, including the CFS.

3.2 The Estimated Provincial Subsidy shall be provided to the HSP on a monthly basis in accordance with the monthly calculation described in 3.1 and otherwise in accordance with this Agreement. Payments will be made to the HSP on or about the twenty-second (22nd) day of each month of the Term.

3.3 CFS will be provided as part of the Estimated Provincial Subsidy and in accordance with the terms of the Development Agreement and Applicable Policy. This obligation survives any expiry or termination of this Agreement.

4.0 Use of Funding.

4.1 Unless otherwise provided in this Schedule B, the HSP shall use all Funding allocated for a particular Envelope only for the use or uses set out in the Applicable Policy.

4.5 In the event that a financial reduction is determined by Ontario Health, the financial reduction will be applied against the portion of the Estimated Provincial Subsidy in the "Other Accommodation" Envelope.

5.0 Construction Funding Subsidies.

5.1 Subject to 5.2 and 5.3 the HSP is required to continue to fulfill all CFS Commitments, and the CFS Commitments are hereby incorporated into and deemed part of the Agreement.

5.2 The HSP is not required to continue to fulfill CFS Commitments that the MOH and MLTC has acknowledged in writing: (i) have been satisfactorily fulfilled; or (ii) are no longer required to be fulfilled; and the HSP is able to provide Ontario Health with a copy of such written acknowledgment.

5.3 Where this Agreement establishes or requires a service requirement that surpasses the service commitment set out in the CFS Commitments, the HSP is required to comply with the service requirements in this Agreement.

5.4 MOH and MLTC are responsible for monitoring the HSP's on-going compliance with the CFS Commitments. Notwithstanding the foregoing, the HSP agrees to certify its compliance with the CFS Commitments when requested to do so by Ontario Health.

6.0 Reconciliation.

6.1 The HSP shall complete the Reconciliation Reports and submit them to MOH and MLTC in accordance with Schedule C. The Reconciliation Reports shall be in such form and containing such information as required by Applicable Law and Applicable Policy or as otherwise required by Ontario Health pursuant this Agreement.

6.2 The Estimated Provincial Subsidy provided by Ontario Health under section 3.0 of this Schedule shall be reconciled by Ontario Health in accordance with Applicable Law and Applicable Policy to produce the Allowable Subsidy.

Schedule C – Reporting Requirements

1. In-Year Revenue/Occupancy Report	
Reporting Period	Estimated Due Dates¹
2023 – Jan 1, 2023 to Sept 30, 2023	By October 15, 2023
2. Long-Term Care Home Annual Report	
Reporting Period	Estimated Due Dates¹
2023 – Jan 1, 2023 to Dec 31, 2023	By September 30, 2024
3. French Language Services Report	
Fiscal Year	Due Dates
2023-24 – Apr 1, 2023 to March 31, 2024	April 29, 2024
4. OHRS/MIS Trial Balance Submission	
2023-2024	Due Dates (Must pass 3c Edits)
Q2 – Apr 1, 2023 to Sept 30, 2023 (Fiscal Year)	October 29, 2023
Q2 – Jan 1, 2023 to June 30, 2023 (Calendar Year)	
Q3 – Apr 1, 2023 to Dec 31, 2023 (Fiscal Year)	January 28, 2024 – Optional Submission
Q3 – Jan 1, 2023 to Sept 30, 2023 (Calendar Year)	
Q4 – Apr 1, 2023 to March 31, 2024 (Fiscal Year)	May 31, 2024
Q4 – Jan 1, 2023 to Dec 31, 2023 (Calendar Year)	
5. Compliance Declaration	
Funding Year	Due Dates
January 1, 2023 – December 31, 2023	March 1, 2024
6. Continuing Care Reporting System (CCRS)/RAI MDS	
Reporting Period	Estimated Final Due Dates¹
2023-2024 Q1	August 31, 2023
2023-2024 Q2	November 30, 2023
2023-2024 Q3	February 28, 2024
2023-2024 Q4	May 31, 2024
7. Long-Term Care Staffing Data Collection (“Staffing Survey”)	
Reporting Period	Estimated Due Dates¹
April 1, 2022 to June 30, 2022 – Q1	September 12, 2022
July 1, 2022 to September 30, 2022 – Q2	January 27, 2023
October 1, 2022 to December 31, 2022 – Q3	To be determined
January 1, 2023 to March 31, 2023 – Q4	To be determined
8. Quality Improvement Plan (submitted to Ontario Health)	
Planning Period	Due Dates
April 1, 2023 – March 31, 2024	April 1, 2023

¹ These are estimated dates provided by the MOH and MLTC and are subject to change. If the due date falls on a weekend, reporting will be due the following business day.

Schedule D – Performance

1.0 Performance Indicators

The HSP's delivery of the Services will be measured by the following Indicators, Targets and where applicable Performance Standards. In the following table:

n/a means 'not-applicable', that there is no defined Performance Standard for the indicator for the applicable year.

tbd means a Target, and a Performance Standard, if applicable, will be determined during the applicable year.

INDICATOR CATEGORY	INDICATOR P=Performance Indicator E=Explanatory Indicator M=Monitoring Indicator	2022/23	
		Performance	
		Target	Standard
Organizational Health and Financial Indicators	Debt Service Coverage Ratio (P)	1	≥1
	Total Margin (P)	0	≥0
Coordination and Access Indicators	Percent Resident Days – Long Stay (E)	n/a	n/a
	Wait Time from Home and Community Care Support Services (HCCSS) Determination of Eligibility to LTC Home Response (M)	n/a	n/a
	Long-Term Care Home Refusal Rate (E)	n/a	n/a
Quality and Resident Safety Indicators	Percentage of Residents Who Fell in the Last 30 days (M)	n/a	n/a
	Percentage of Residents Whose Pressure Ulcer Worsened (M)	n/a	n/a
	Percentage of Residents on Antipsychotics Without a Diagnosis of Psychosis (M)	n/a	n/a
	Percentage of Residents in Daily Physical Restraints (M)	n/a	n/a

2.0 Local Obligations

This schedule sets out provincial goals identified by Ontario Health (OH) and the Local Obligations associated with each of the goals. The provincial goals apply to all HSPs and HSPs must select the most appropriate obligation(s) under each goal for implementation. HSPs must provide a report on the progress of their implementation(s) as per direction provided by OH regional teams.

Goal: Improve Access and Flow by Reducing Alternate Level of Care (ALC)

Local Obligations related to goal:

- Participate in and align with regional plans to support admission diversion, maximize capacity, and support patients transition to community.

Goal: Advance Indigenous Health Strategies and Outcomes

Local Obligations related to goal:

- Develop and/or advance First Nations, Inuit, Métis and Urban Indigenous (FNIMUI) FNIMUI Health Workplan:
 - a. Partner with your OH team to work through a process of establishing a First Nations, Inuit, Métis and Urban Indigenous Health Workplan, which aligns with provincial guidance, and includes a plan for Indigenous cultural awareness (improving understanding of Indigenous history, perspectives, cultures, and traditions) and cultural safety (improving understanding of anti-racist practice and identifying individual and systemic biases that contribute to racism across the health care system). Ontario Health will provide guidance material to support this process.
 - b. Or, if a First Nations, Inuit, Métis and Urban Indigenous Health Workplan (or similar) already exists, demonstrate advancement to implementation of the plan.
- Demonstrate progress (and document in reporting template) on outcomes, access and/or executive training:
 - a. Improvement in outcomes regarding First Nations, Inuit, Métis and Urban Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on the data currently available to them. In future years, standardized indicators will be developed.)
 - b. Progress in increasing culturally safe access to healthcare services, programs to foster Indigenous engagement, and relationship building to improve Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on initiatives they have targeted in their First Nations, Inuit, Métis and Urban Indigenous Health Workplan. In future years, standardized indicators will be developed.)
 - c. Demonstrate that executive level staff have completed Indigenous Cultural Safety Training

Goal: Advance Equity, Inclusion, Diversity, and Anti-Racism Strategies to

Improve Health Outcomes

Local Obligations related to goal:

- Develop and/or advance an organizational health equity plan
 - develop an equity plan that aligns with OH equity, inclusion, diversity and anti-racism framework, and existing provincial priorities, where applicable (i.e., French language health services plan; Accessibility for Ontarians with Disabilities Act; the provincial Black Health Plan; High Priority Community Strategy; etc.). Please note that HSPs will be provided with guidance materials to help develop their equity plan and complete a reporting template to submit to the region.
 - Or, if an equity plan already exists, demonstrate advancement to implementation of the plan, by completing the equity reporting template and submitting to the region.
- Increase understanding and awareness of health equity through education/continuous learning
 - Continue capacity-building through knowledge transfer, education, and training about health equity within the Region, HSPs will demonstrate that a minimum, executive level staff have completed relevant equity, inclusion, diversity, and anti-racism education (recommended education options to be provided).

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long-Term Care Home Service Accountability Agreement

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

From: The Board of Directors (the “Board”) of the [insert name of License Holder] (the “HSP”)

For: [insert name of Home] (the “Home”)

Date: [insert date]

Re: January 1, 2023– December 31, 2023 (the “Applicable Period”)

The Board has authorized me, by resolution dated [insert date], to declare to you as follows:

After making inquiries of the [insert name and position of person responsible for managing the Home on a day to day basis, e.g. the Chief Executive Office or the Executive Director] and other appropriate officers of the Health Service Provider (the “HSP”) and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care home service accountability agreement (the “Agreement”) in effect during the Applicable Period.

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

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

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the Ontario Health and the HSP effective April 1, 2023.

[insert name of individual authorized by the Board to make the Declaration on the Board's behalf],
[insert title]

Schedule E – Form of Compliance Declaration Cont'd.

Appendix 1 - Exceptions

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

LONG-TERM CARE HOME SERVICE ACCOUNTABILITY AGREEMENT
April 1, 2023 to March 31, 2024

SERVICE ACCOUNTABILITY AGREEMENT

with

Corporation of the County of Renfrew

Effective Date: April 1, 2023

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Schedules

Schedule A: Description of Home and Services

Schedule B: Additional Terms and Conditions Applicable to the Funding Model

Schedule C: Reporting Requirements

Schedule D: Performance

Schedule E: Form of Compliance Declaration

THIS AGREEMENT effective as of the 1st day of April, 2023.

B E T W E E N :

ONTARIO HEALTH (the “Funder”)

AND

CORPORATION OF THE COUNTY OF RENFREW (the “HSP”)

IN RESPECT OF:

Miramichi Lodge located at
725 Pembroke Street West, Pembroke, ON, K8A 8S6

Background:

This service accountability agreement is entered into pursuant to the *Connecting Care Act, 2019* (the “CCA”).

The HSP and the Funder are committed to working together, and with others, to achieve evolving provincial priorities including building a connected and sustainable health care system centred around the needs of patients, their families and their caregivers.

The Funder recognizes municipalities as responsible and accountable governments with respect to matters within their jurisdiction. The Funder acknowledges the unique character of municipal governments that are funded health service providers (each a “**Municipal HSP**”) under the Provincial Long-Term Care Home Service Accountability Agreement template (the “**LSAA**”), and the challenges faced by Municipal HSPs in complying with the terms of the LSAA, given the legal framework under which they operate. The Funder further recognizes and acknowledges that where a Municipal HSP faces a particular challenge in meeting its obligations under the LSAA due to its responsibilities as a municipal government or the legal framework under which it operates, it may be appropriate for the Funder to consult with the Municipal HSP and to use reasonable efforts to resolve the issue in a collaborative way that respects the municipal government while operating under the LSAA as a Municipal HSP.

In this context, the HSP and the Funder agree that the Funder will provide funding to the HSP on the terms and conditions set out in this Agreement to enable the provision of services to the health system by the HSP.

In consideration of their respective agreements set out below, the Funder and the HSP covenant and agree as follows:

ARTICLE 1.0 - DEFINITIONS & INTERPRETATION

1.1 Definitions. In this Agreement the following terms will have the following meanings.

“**Accountability Agreements**” means each of the accountability agreements, as that term is defined in the Enabling Legislation, in place during a Funding Year, between Funder and the Ministry of Health, and between the Funder and the Ministry of Long

Term Care.

“Act” means the Fixing *Long-Term Care Homes Act, 2021* and the regulations made under it, as it and they may be amended from time to time, and includes any successor legislation.

“Active Offer” means the clear and proactive offer of service in French to individuals, from the first point of contact, without placing the responsibility of requesting services in French on the individual.

“Agreement” means this agreement and includes the Schedules and any instrument amending this agreement or the Schedules.

“Annual Balanced Budget” means that, in each calendar year of the term of this Agreement, the total expenses of the HSP in respect of the Services are less than or equal to the total revenue of the HSP in respect of the Services.

“Applicable Law” means all federal, provincial or municipal laws, orders, rules, regulations, common law, licence terms or by-laws, and includes terms or conditions of a licence or approval issued under the Act, that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement.

“Applicable Policy” means any orders, rules, policies, directives or standards of practice or Program Parameters issued or adopted by the Funder, by the Ministry or by other ministries or agencies of the province of Ontario that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement. Without limiting the generality of the foregoing, Applicable Policy includes the Design Manual and the Long Term Care Funding and Financial Management Policies and all other manuals, guidelines, policies and other documents listed on the Policy Web Pages as those manuals, guidelines, policies and other documents may be amended from time to time.

“Approved Funding” has the meaning ascribed to it in Schedule B.

“Beds” means the long term care home beds that are licensed or approved under the Act and identified in Schedule A, as the same may be amended from time to time.

“Board” means in respect of an HSP that is:

- (a) a corporation, the board of directors;
- (b) A First Nation, the band council;
- (c) a municipality, the committee of management;
- (d) a board of management established by one or more municipalities or by one or more First Nations’ band councils, the members of the board of management;
- (e) a partnership, the partners; and
- (f) a sole proprietorship, the sole proprietor.

“BPSAA” means the *Broader Public Sector Accountability Act, 2010*, and regulations made under it as it and they may be amended from time to time.

“CCA” means the *Connecting Care Act, 2019*, and the regulations under it, as it and they may be amended from time to time.

“CEO” means the individual accountable to the Board for the provision of the Services in accordance with the terms of this Agreement, which individual may be the executive director or administrator of the HSP, or may hold some other position or title within the HSP.

“Compliance Declaration” means a compliance declaration substantially in the form set out in Schedule E.

“Confidential Information” means information that is marked or otherwise identified as confidential by the disclosing party at the time the information is provided to the receiving party. Confidential Information does not include information that (a) was known to the receiving party prior to receiving the information from the disclosing party; (b) has become publicly known through no wrongful act of the receiving party; or (c) is required to be disclosed by law, provided that the receiving party provides Notice in a timely manner of such requirement to the disclosing party, consults with the disclosing party on the proposed form and nature of the disclosure, and ensures that any disclosure is made in strict accordance with Applicable Law.

“Conflict of Interest” in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under this Agreement

- (a) the HSP;
- (b) a member of the HSP’s Board; or
- (c) any person employed by the HSP who has the capacity to influence the HSP’s decision,

has other commitments, relationships or financial interests that:

- (a) could or could be seen to interfere with the HSP’s objective, unbiased and impartial exercise of its judgement; or
- (b) could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under this Agreement.

“Construction Funding Subsidy” has the meaning ascribed to it in Schedule B.

“Controlling Shareholder” of a corporation means a shareholder who or which holds (or another person who or which holds for the benefit of such shareholder), other than by way of security only, voting securities of such corporation carrying more than 50% of the votes for the election of directors, provided that the votes carried by such securities are sufficient, if exercised, to elect a majority of the board of directors of such corporation.

“Days” means calendar days.

“Design Manual” means the Ministry design manual or manuals in effect and applicable to the development, upgrade, retrofit, renovation or redevelopment of the Home or Beds subject to this Agreement.

“Designated” means designated as a public service agency under the FLSA.

“Digital Health” refers to the use of digital and virtual tools, products, technologies, data, and services that enable improved patient experience and population health outcomes, care quality, access, integration, coordination, and system sustainability when they are leveraged by patients, providers and integrated care teams;

“Director” has the same meaning ascribed to it in the Act.

“Effective Date” means April 1, 2023.

“Enabling Legislation” means the CCA.

“Explanatory Indicator” means a measure that is connected to and helps to explain performance in a Performance Indicator or a Monitoring Indicator. An Explanatory Indicator may or may not be a measure of the HSP’s performance. No Performance Target is set for an Explanatory Indicator.

“Factors Beyond the HSP’s Control” include occurrences that are, in whole or in part, caused by persons, entities or events beyond the HSP’s control. Examples may include, but are not limited to, the following:

- (a) significant costs associated with complying with new or amended Government of Ontario technical standards, guidelines, policies or legislation;
- (b) the availability of health care in the community (hospital care, long-term care, home care, and primary care);
- (c) the availability of health human resources; arbitration decisions that affect HSP employee compensation packages, including wage, benefit and pension compensation, which exceed reasonable HSP planned compensation settlement increases and in certain cases non-monetary arbitration awards that significantly impact upon HSP operational flexibility; and
- (d) catastrophic events, such as natural disasters and infectious disease outbreaks.

“FIPPA” means the *Freedom of Information and Protection of Privacy Act*, (Ontario) and the regulations made under it, as it and they may be amended from time to time.

“FLSA” means the *French Language Services Act* and the regulations made under it, as it and they may be amended from time to time.

“Funder” means Ontario Health.

“Funding” means the amounts of money provided by the Funder to the HSP in each Funding Year of this Agreement. Funding includes Approved Funding and Construction Funding Subsidy.

“Funding Year” means in the case of the first Funding Year, the period commencing on the January 1 prior to the Effective Date and ending on the following December 31, and in the case of Funding Years subsequent to the first Funding Year, the period commencing on the date that is January 1 following the end of the previous Funding Year and ending on the following December 31.

“Home” means the long-term care home at the location set out above, which for clarity includes the buildings where the Beds are located and for greater certainty, includes the

Beds and the common areas and common elements which will be used at least in part, for the Beds, but excludes any other part of the building which will not be used for the Beds being operated pursuant to this Agreement.

“HSP’s Personnel and Volunteers” means the Controlling Shareholders (if any), directors, officers, employees, agents, volunteers and other representatives of the HSP. In addition to the foregoing HSP’s Personnel and Volunteers shall include the contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives.

“Identified” means identified by the Funder or the Ministry to provide French language services.

“Indemnified Parties” means the Funder and its officers, employees, directors, independent contractors, subcontractors, agents, successors and assigns and His Majesty the King in right of Ontario and Her Ministers, appointees and employees, independent contractors, subcontractors, agents and assigns. Indemnified Parties also includes any person participating on behalf of the Funder in a Review.

“Interest Income” means interest earned on the Funding.

“Licence” means one or more of the licences or the approvals granted to the HSP in respect of the Beds at the Home under Part VII or Part VIII of the Act.

“Mandate Letter” has the meaning ascribed to it in the Memorandum of Understanding between the Ministry of Health and the Funder, and includes a letter from the Minister of Long-Term Care to the Funder establishing priorities in accordance with the Premier’s mandate letter to the Minister.

“Minister” means such minister of the Crown as may be designated as the responsible minister in relation to this Agreement or in relation to any subject matter under this Agreement, as the case may be, in accordance with the *Executive Council Act*, as amended.

“Ministry” means, as the context requires, the Minister or the Ministry of Health or the Minister of Long-Term Care or such other ministry as may be designated in accordance with Applicable Law as the ministry responsible in relation to the relevant matter or the Minister of that ministry, as the context requires.

“Monitoring Indicator” means a measure of HSP performance that may be monitored against provincial results or provincial targets, but for which no Performance Target is set.

“Notice” means any notice or other communication required to be provided pursuant to this Agreement, the Enabling Legislation or the Act.

“Ontario Health” means the corporation without share capital under the name Ontario Health as continued under the CCA.

“Performance Agreement” means an agreement between an HSP and its CEO that requires the CEO to perform in a manner that enables the HSP to achieve the terms of

this Agreement.

“Performance Corridor” means the acceptable range of results around a Performance Target.

“Performance Factor” means any matter that could or will significantly affect a party’s ability to fulfill its obligations under this Agreement, and for certainty, includes any such matter that may be brought to the attention of the Funder, whether by PICB or otherwise.

“Performance Indicator” means a measure of HSP performance for which a Performance Target is set; technical specifications of specific Performance Indicators can be found in the 2023-2024 LSAA Indicator Technical Specifications document, as it may be amended or replaced from time to time.

“Performance Standard” means the acceptable range of performance for a Performance Indicator or a Service Volume that results when a Performance Corridor is applied to a Performance Target.

“Performance Target” means the level of performance expected of the HSP in respect of a Performance Indicator or a Service Volume.

“person or entity” includes any individual and any corporation, partnership, firm, joint venture or other single or collective form of organization under which business may be conducted.

“PICB” means Performance Improvement and Compliance Branch of the Ministry, or any other branch or organizational unit of the Ministry that may succeed or replace it.

“Planning Submission” means the planning document submitted by the HSP to the Funder. The form, content and scheduling of the Planning Submission will be identified by the Funder.

“Policy Web Pages” means the web pages available at www.health.gov.on.ca/lsaapolicies, and at www.health.gov.on.ca/erssldpolitique or such other URLs or Web pages as the Funder or the Ministry may advise from time to time. Capital policies can be found at [Http://www.health.gov.on.ca/english/providers/program/ltc_redev/awardeeoperator.html](http://www.health.gov.on.ca/english/providers/program/ltc_redev/awardeeoperator.html).

“Program Parameter” means, in respect of a program, the provincial standards (such as operational, financial or service standards and policies, operating manuals and program eligibility), directives, guidelines and expectations and requirements for that program.

“RAI MDS Tools” means the standardized Resident Assessment Instrument – Minimum Data Set (“RAI MDS”) 2.0, the RAI MDS 2.0 User Manual and the RAI MDS Practice Requirements, as the same may be amended from time to time.

“Reports” means the reports described in Schedule C as well as any other reports or information required to be provided under the Enabling Legislation, the Act or this Agreement.

“Resident” has the meaning ascribed to it under the Act.

“Review” means a financial or operational audit, investigation, inspection or other form of review requested or required by the Funder under the terms of the Enabling Legislation or this Agreement, but does not include the annual audit of the HSP’s financial statements.

“Schedule” means any one, and **“Schedules”** mean any two or more, as the context requires, of the schedules appended to this Agreement including the following:

Schedule A: Description of Home and Services;

Schedule B: Additional Terms and Conditions Applicable to the Funding Model;

Schedule C: Reporting Requirements;

Schedule D: Performance; and

Schedule E: Form of Compliance Declaration

“Services” means the operation of the Beds and the Home and the accommodation, care, programs, goods and other services that are provided to Residents (i) to meet the requirements of the Act; (ii) to obtain Approved Funding; and (iii) to fulfill all commitments made to obtain a Construction Funding Subsidy.

“Service Volume” means a measure of Services for which a Performance Target is set.

- 1.2 Interpretation.** Words in the singular include the plural and vice-versa. Words in one gender include all genders. The words “including” and “includes” are not intended to be limiting and shall mean “including without limitation” or “includes without limitation”, as the case may be. The headings do not form part of this Agreement. They are for convenience of reference only and will not affect the interpretation of this Agreement. Terms used in the Schedules shall have the meanings set out in this Agreement unless separately and specifically defined in a Schedule in which case the definition in the Schedule shall govern for the purposes of that Schedule.

ARTICLE 2.0 - TERM AND NATURE OF THIS AGREEMENT

- 2.1 Term.** The term of this Agreement will commence on the Effective Date and will expire on the earlier of (1) March 31, 2024 or (2) the expiration or termination of all Licences, unless this Agreement is terminated earlier or extended pursuant to its terms.
- 2.2 A Service Accountability Agreement.** This Agreement is a service accountability agreement for the purposes of the Enabling Legislation.
- 2.3 Prior Agreements.** The parties acknowledge and agree that all prior agreements for the Services are terminated.

ARTICLE 3.0 - PROVISION OF SERVICES

3.1 Provision of Services.

- (a) The HSP will provide the Services in accordance with, and otherwise comply with:

- (1) the terms of this Agreement;
 - (2) Applicable Law; and
 - (3) Applicable Policy.
- (b) When providing the Services, the HSP will meet the Performance Standards and conditions identified in Schedule D.
- (c) Unless otherwise provided in this Agreement, the HSP will not reduce, stop, start, expand, cease to provide or transfer the provision of the Services except with Notice to the Funder and if required by Applicable Law or Applicable Policy, the prior written consent of the Funder.
- (d) The HSP will not restrict or refuse the provision of Services to an individual, directly or indirectly, based on the geographic area in which the person resides in Ontario.

3.2 Subcontracting for the Provision of Services.

- (a) The parties acknowledge that, subject to the provisions of the Act and the Enabling Legislation, the HSP may subcontract the provision of some or all of the Services. For the purposes of this Agreement, actions taken or not taken by the subcontractor and Services provided by the subcontractor will be deemed actions taken or not taken by the HSP and Services provided by the HSP.
- (b) When entering into a subcontract the HSP agrees that the terms of the subcontract will enable the HSP to meet its obligations under this Agreement. Without limiting the foregoing, the HSP will include a provision that permits the Funder or its authorized representatives, to audit the subcontractor in respect of the subcontract if the Funder or its authorized representatives determines that such an audit would be necessary to confirm that the HSP has complied with the terms of this Agreement.
- (c) Nothing contained in this Agreement or a subcontract will create a contractual relationship between any subcontractor or its directors, officers, employees, agents, partners, affiliates or volunteers and the Funder.

3.3 Conflict of Interest. The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under this Agreement without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the Funder without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the Funder to resolve any Conflict of Interest.

3.4 Digital Health. The HSP shall make best efforts to:

- (a) align with, and participate in, the Funder's digital health planning, with the aim to improve data exchange and security, and use digital health to enable optimized patient experience, population health and wellbeing, and system sustainability;
- (b) assist the Funder to implement the provincial digital health plans by designing and modernizing digital health assets to optimize data sharing, exchange, privacy and security;

- (c) track the HSP's Digital Health performance against the Funder's plans and priorities;
- (d) engage with the Funder to maintain and enhance digital health assets to ensure service resilience, interoperability, security, and comply with any clinical, technical, and information management standards, including those related to data, architecture, technology, privacy and security, set for the HSP by the Funder and/or the Ministry; and
- (e) operate an information security program in alignment with reasonable guidance provided by Ontario Health.

3.5 Mandate Letter. The Funder will receive a Mandate Letter or Mandate Letters annually. Each Mandate Letter articulates areas of focus for the Funder, and the Minister's expectation that the Funder and health service providers it funds will collaborate to advance these areas of focus. To assist the HSP in its collaborative efforts with the Funder, the Funder will share each relevant Mandate Letter with the HSP. The Funder may also add local obligations to Schedule D as appropriate to further advance any priorities set out in a Mandate Letter.

3.6 French Language Services.

3.6.1 The Funder will provide the Ministry "Guide to Requirements and Obligations Relating to French Language Services" to the HSP and the HSP will fulfill its roles, responsibilities and other obligations set out therein.

3.6.2 If Not Identified or Designated. If the HSP has not been Designated or Identified, it will:

- (a) develop and implement a plan to address the needs of the local Francophone community, including the provision of information on services available in French;
- (b) work toward applying the principles of Active Offer in the provision of services;
- (c) provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community; and,
- (d) collect and submit to the Funder as requested by the Funder from time to time, French language service data.

3.6.3 If Identified. If the HSP is Identified, it will:

- (a) work toward applying the principles of Active Offer in the provision of services;
- (b) provide services to the public in French in accordance with its existing French language services capacity;
- (c) develop, and provide to the Funder upon request from time to time, a plan to become Designated by the date agreed to by the HSP and the Funder;

- (d) continuously work towards improving its capacity to provide services in French and toward becoming Designated within the time frame agreed to by the parties;
- (e) provide a report to the Funder that outlines progress in its capacity to provide services in French and toward becoming Designated;
- (f) annually, provide a report to the Funder that outlines how it addresses the needs of its local Francophone community; and,
- (g) collect and submit to the Funder, as requested by the Funder from time to time, French language services data.

3.6.4 If Designated. If the HSP is Designated it will:

- (a) apply the principles of Active Offer in the provision of services;
- (b) continue to provide services to the public in French in accordance with the provisions of the FLSA;
- (c) maintain its French language services capacity;
- (d) submit a French language implementation report to the Funder on the date specified by the Funder, and thereafter, on each anniversary of that date, or on such other dates as the Funder may, by Notice, require; and,
- (e) collect and submit to the Funder as requested by the Funder from time to time, French language services data.

ARTICLE 4.0 - FUNDING

4.1 Funding. Subject to the terms of this Agreement, and in accordance with the applicable provisions of the applicable Accountability Agreement, the Funder will provide the Funding by depositing the Funding in monthly instalments over the term of this Agreement, into an account designated by the HSP provided that the account resides at a Canadian financial institution and is in the name of the HSP.

4.2 Conditions of Funding.

- (a) The HSP will:
 - (1) use the Funding only for the purpose of providing the Services in accordance with Applicable Law, Applicable Policy and the terms of this Agreement;
 - (2) not use the Funding for compensation increases prohibited by Applicable Law;
 - (3) meet all obligations in the Schedules;
 - (4) fulfill all other obligations under this Agreement; and
 - (5) plan for and achieve an Annual Balanced Budget.
- (b) Interest Income will be reported to the Funder and is subject to a year-end reconciliation. The Funder may deduct the amount equal to the Interest Income from any further funding instalments under this or any other agreement with the HSP or the Funder may require the HSP to pay an amount equal to the unused Interest Income to the Ministry of Finance.

4.3 Limitation on Payment of Funding. Despite section 4.1, the Funder:

- (a) will not provide any funds to the HSP until this Agreement is fully executed;
- (b) may pro-rate the Funding if this Agreement is signed after the Effective Date;
- (c) will not provide any funds to the HSP until the HSP meets the insurance requirements described in section 10.4;
- (d) will not be required to continue to provide funds,
 - (1) if the Minister or the Director so directs under the terms of the Act;
 - (2) while the Home is under the control of an interim manager pursuant to section 157 of the Act; or
 - (3) in the event the HSP breaches any of its obligations under this Agreement until the breach is remedied to the Funder's satisfaction; and
- (e) upon notice to the HSP, may adjust the amount of funds it provides to the HSP in any Funding Year pursuant to Article 5.

4.4 Additional Funding. Unless the Funder has agreed to do so in writing, the Funder is not required to provide additional funds to the HSP for providing services other than the Services or for exceeding the requirements of Schedule D.

4.5 Appropriation. Funding under this Agreement is conditional upon an appropriation of moneys by the Legislature of Ontario to the Ministry and funding of the Funder by the Ministry pursuant to the Enabling Legislation. If the Funder does not receive its anticipated funding the Funder will not be obligated to make the payments required by this Agreement.

4.6 Procurement of Goods and Services.

- (a) If the HSP is subject to the procurement provisions of the BPSAA, the HSP will abide by all directives and guidelines issued by the Management Board of Cabinet that are applicable to the HSP pursuant to the BPSAA.
- (b) If the HSP is not subject to the procurement provisions of the BPSAA, the HSP will have a procurement policy in place that requires the acquisition of supplies, equipment or services valued at over \$25,000 through a competitive process that ensures the best value for funds expended. If the HSP acquires supplies, equipment or services with the Funding it will do so through a process that is consistent with this policy.

4.7 Disposition. Subject to Applicable Law and Applicable Policy, the HSP will not, without the Funder's prior written consent, sell, lease or otherwise dispose of any assets purchased with Funding, the cost of which exceeded \$25,000 at the time of purchase.

ARTICLE 5.0 - ADJUSTMENT AND RECOVERY OF FUNDING

5.1 Adjustment of Funding.

- (a) The Funder may adjust the Funding in any of the following circumstances:

- (1) in the event of changes to Applicable Law or Applicable Policy that affect Funding;
 - (2) on a change to the Services;
 - (3) if required by either the Director or the Minister under the Act;
 - (4) in the event that a breach of this Agreement is not remedied to the satisfaction of the Funder; and
 - (5) as otherwise permitted by this Agreement.
- (b) Funding recoveries or adjustments required pursuant to section 5.1(a) may be accomplished through the adjustment of Funding, requiring the repayment of Funding, through the adjustment of the amount of any future funding installments, or through both. Approved Funding already expended properly in accordance with this Agreement will not be subject to adjustment. The Funder will, at its sole discretion, and without liability or penalty, determine whether the Funding has been expended properly in accordance with this Agreement.
- (c) In determining the amount of a funding adjustment under section 5.1 (a) (4) or (5), the Funder shall take into account the following principles:
 - (1) Resident care must not be compromised through a funding adjustment arising from a breach of this Agreement;
 - (2) the HSP should not gain from a breach of this Agreement;
 - (3) if the breach reduces the value of the Services, the funding adjustment should be at least equal to the reduction in value; and
 - (4) the funding adjustment should be sufficient to encourage subsequent compliance with this Agreement,

and such other principles as may be articulated in Applicable Law or Applicable Policy from time to time.

5.2 Provision for the Recovery of Funding. The HSP will make reasonable and prudent provision for the recovery by the Funder of any Funding for which the conditions of Funding set out in section 4.2(a) are not met and will hold this Funding in an interest bearing account until such time as reconciliation and settlement has occurred with the Funder.

5.3 Settlement and Recovery of Funding for Prior Years.

- (a) The HSP acknowledges that settlement and recovery of Funding can occur up to 7 years after the provision of Funding.
- (b) Recognizing the transition of responsibilities from the Ministry to the Funder, the HSP agrees that if the parties are directed in writing to do so by the Ministry, the Funder will settle and recover funding provided by the Ministry to the HSP prior to the transition of the funding for the Services to the Funder, provided that such settlement and recovery occurs within 7 years of the provision of the funding by the Ministry. All such settlements and recoveries will be subject to the terms applicable to the original provision of funding.

5.4 Debt Due.

- (a) If the Funder requires the re-payment by the HSP of any Funding, the amount required will be deemed to be a debt owing to the Crown by the HSP. The Funder may adjust future funding instalments to recover the amounts owed or may, at its discretion, direct the HSP to pay the amount owing to the Crown and the HSP shall comply immediately with any such direction.
- (b) All amounts repayable to the Crown will be paid by cheque payable to the "Ontario Minister of Finance" and mailed or delivered to the Funder at the address provided in section 12.1.

5.5 Interest Rate. The Funder may charge the HSP interest on any amount owing by the HSP at the then current interest rate charged by the Province of Ontario on accounts receivable.

ARTICLE 6.0 - PLANNING & INTEGRATION

6.1 Planning for Future Years.

- (a) **Advance Notice.** The Funder will give at least 60 Days' Notice to the HSP of the date by which a Planning Submission, approved by the HSP's governing body, must be submitted to the Funder.
- (b) **Multi-Year Planning.** The Planning Submission will be in a form acceptable to the Funder and may be required to incorporate
 - (1) prudent multi-year financial forecasts;
 - (2) plans for the achievement of Performance Targets; and
 - (3) realistic risk management strategies.

If the Funder has provided multi-year planning targets for the HSP, the Planning Submission will reflect the planning targets.

- (c) **Multi-year Planning Targets.** The parties acknowledge that the HSP is not eligible to receive multi-year planning targets under the terms of Schedule B in effect as of the Effective Date. In the event that Schedule B is amended over the term of this Agreement and the Funder is able to provide the HSP with multi-year planning targets, the HSP acknowledges that these targets:
 - (1) are targets only;
 - (2) are provided solely for the purposes of planning;
 - (3) are subject to confirmation; and
 - (4) may be changed at the discretion of the Funder.

The HSP will proactively manage the risks associated with multi-year planning and the potential changes to the planning targets.

The Funder agrees that it will communicate any material changes to the planning targets as soon as reasonably possible.

- (d) **Service Accountability Agreements.** Subject to advice from the Director about the HSP's history of compliance under the Act and provided that the HSP has fulfilled its obligations under this Agreement, the parties expect that they will enter into a new service accountability agreement at the end of the Term. The Funder will give the HSP at least 6 months' Notice if the Funder does not intend to enter into negotiations for a subsequent service accountability agreement because the HSP has not fulfilled its obligations under this Agreement. The HSP acknowledges that if the Funder and the HSP enter into negotiations for a subsequent service accountability agreement, subsequent funding may be interrupted if the next service accountability agreement is not executed on or before the expiration date of this Agreement.

6.2 Community Engagement & Integration Activities.

- (a) **Community Engagement.** The HSP will engage the community of diverse persons and entities in the area where it provides health services when setting priorities for the delivery of health services and when developing plans for submission to the Funder including but not limited to the HSP's Planning Submission and integration proposals. As part of its community engagement activities, the HSPs will have in place and utilize effective mechanisms for engaging families, caregivers, clients, residents, patients and other individuals who use the services of the HSP, to help inform the HSP plans.
- (b) **Integration.** The HSP will, separately and in conjunction with the Funder, other health service providers, if applicable, and integrated care delivery systems, if applicable, identify opportunities to integrate the services of the health system to provide appropriate, coordinated, effective and efficient services.
- (c) **Reporting.** The HSP will report on its community engagement and integration activities, using any templates provided by the Funder, as requested by the Funder and in any event, in its year-end report to the Funder.

6.3 Planning and Integration Activity Pre-proposals.

- (a) **General.** A pre-proposal process has been developed to (A) reduce the costs incurred by an HSP when proposing operational or service changes; (B) assist the HSP to carry out its statutory obligations; and (C) enable an effective and efficient response by the Funder. Subject to specific direction from the Funder, this pre-proposal process will be used in the following instances:
- (1) the HSP is considering an integration, or an integration of services, as defined in the Enabling Legislation between the HSP and another person or entity;
 - (2) the HSP is proposing to reduce, stop, start, expand or transfer the location of services, which for certainty includes: the transfer of Services from the HSP to another person or entity anywhere; and the relocation or transfer of services from one of the HSP's sites to another of the HSP's sites anywhere;
 - (3) to identify opportunities to integrate the services of the health system, other than those identified in (A) or (B) above; or
 - (4) if requested by the Funder.

- (b) **Funder Evaluation of the Pre-proposal.** Use of the pre-proposal process is not formal Notice of a proposed integration under the Enabling Legislation. Funder consent to develop the project concept outlined in a pre-proposal does not constitute approval to proceed with the project. Nor does the Funder consent to develop a project concept presume the issuance of a favourable decision, should such a decision be required by the Enabling Legislation. Following the Funder's review and evaluation, the HSP may be invited to submit a detailed proposal and a business plan for further analysis. Guidelines for the development of a detailed proposal and business case will be provided by the Funder.
- (c) Where an HSP integrates its services with those of another person and the integration relates to services funded in whole or in part by the Funder, the HSP will follow the provisions of the Enabling Legislation. Without limiting the foregoing, a transfer of services from the HSP to another person or entity is an example of an integration to which the Enabling Legislation may apply.

6.4 Proposing Integration Activities in the Planning Submission. No integration activity described in section 6.3 may be proposed in a Planning Submission unless the Funder has consented, in writing, to its inclusion pursuant to the process set out in section 6.3.

6.5 Termination of Designation of Convalescent Care Beds.

- (a) Notwithstanding section 6.3, the provisions in this section 6.5 apply to the termination of a designation of convalescent care Beds.
- (b) The HSP may terminate the designation of one or more convalescent care Beds and revert them back to long-stay Beds at any time provided the HSP gives the Ministry and the Funder at least 6 months' prior Notice. Such Notice shall include:
 - (1) a detailed transition plan, satisfactory to the Funder acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and to revert same to a long-stay Bed; and,
 - (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate and the Bed will revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the 6-month Notice period has been discharged from that Bed, unless otherwise agreed by the Funder and the HSP.

- (c) The Funder may terminate the designation of the convalescent care Beds at any time by giving at least 6 months' prior Notice to the HSP. Upon receipt of any such Notice, the HSP shall, within the timeframe set out in the Notice, provide the Funder with:
 - (1) a detailed transition plan, satisfactory to the Funder acting reasonably, setting out the dates, after the end of the 6-month Notice period, on which the HSP plans to terminate the designation of each convalescent care Bed and, if required by the Notice, to revert same to a long-stay Bed; and,

- (2) a detailed explanation of the factors considered in the selection of those dates.

The designation of a convalescent care Bed will terminate, and if applicable revert to a long-stay Bed on the date, after the 6-month Notice period, on which the Resident who is occupying that convalescent care Bed at the end of the Notice period has been discharged from that Bed, unless otherwise agreed by the Funder and the HSP.

ARTICLE 7.0 - PERFORMANCE

7.1 Performance. The parties will strive to achieve on-going performance improvement. They will address performance improvement in a proactive, collaborative and responsive manner.

7.2 Performance Factors.

- (a) Each party will notify the other party of the existence of a Performance Factor, as soon as reasonably possible after the party becomes aware of the Performance Factor. The Notice will:
 - (1) describe the Performance Factor and its actual or anticipated impact;
 - (2) include a description of any action the party is undertaking, or plans to undertake, to remedy or mitigate the Performance Factor;
 - (3) indicate whether the party is requesting a meeting to discuss the Performance Factor; and
 - (4) address any other issue or matter the party wishes to raise with the other party.
- (b) The recipient party will provide a written acknowledgment of receipt of the Notice within 7 Days of the date on which the Notice was received ("Date of the Notice").
- (c) Where a meeting has been requested under section 7.2(a), the parties agree to meet and discuss the Performance Factors within 14 Days of the Date of the Notice, in accordance with the provisions of section 7.3. PICB may be included in any such meeting at the request of either party.

7.3 Performance Meetings. During a meeting on performance, the parties will:

- (a) discuss the causes of a Performance Factor;
- (b) discuss the impact of a Performance Factor on the health system and the risk resulting from non-performance; and
- (c) determine the steps to be taken to remedy or mitigate the impact of the Performance Factor (the "Performance Improvement Process").

7.4 The Performance Improvement Process.

- (a) The Performance Improvement Process will focus on the risks of non-performance and problem-solving. It may include one or more of the following actions:
 - (1) a requirement that the HSP develop and implement an improvement

- plan that is acceptable to the Funder;
- (2) the conduct of a Review;
- (3) an amendment of the HSP's obligations; and
- (4) an in-year, or year end, adjustment to the Funding,

among other possible means of responding to the Performance Factor or improving performance.

- (b) Any performance improvement process begun under a prior service accountability agreement that was not completed under the prior agreement will continue under this Agreement. Any performance improvement required by a Funder under a prior service accountability agreement will be deemed to be a requirement of this Agreement until fulfilled or waived by the Funder.

7.5 Factors Beyond the HSP's Control. Despite the foregoing, if the Funder, acting reasonably, determines that the Performance Factor is, in whole or in part, a Factor Beyond the HSP's Control:

- (a) the Funder will collaborate with the HSP to develop and implement a mutually agreed upon joint response plan which may include an amendment of the HSP's obligations under this Agreement;
- (b) the Funder will not require the HSP to prepare an Improvement Plan; and
- (c) the failure to meet an obligation under this Agreement will not be considered a breach of this Agreement to the extent that failure is caused by a Factor Beyond the HSP's Control.

ARTICLE 8.0 - REPORTING, ACCOUNTING AND REVIEW

8.1 Reporting.

- (a) **Generally.** The Funder's ability to enable the health system to provide appropriate, co-ordinated, effective and efficient health services, is heavily dependent on the timely collection and analysis of accurate information. The HSP acknowledges that the timely provision of accurate information related to the HSP, its Residents and its performance of its obligations under this Agreement, is under the HSP's control.
- (b) **Specific Obligations.** The HSP:
 - (1) will provide to the Funder, or to such other entity as the Funder may direct, in the form and within the time specified by the Funder, the Reports other than personal health information as defined in the Enabling Legislation, that the Funder requires for the purposes of exercising its powers and duties under this Agreement or the Enabling Legislation or for the purposes that are prescribed under any Applicable Law;
 - (2) will comply with the applicable reporting standards and requirements in both Chapter 9 of the Ontario Healthcare Reporting Standards and the RAI MDS Tools;
 - (3) will fulfil the specific reporting requirements set out in Schedule C;
 - (4) will ensure that every Report is complete, accurate, signed on behalf

of the HSP by an authorized signing officer where required and provided in a timely manner and in a form satisfactory to the Funder; and

- (5) agrees that every Report submitted to the Funder by or on behalf of the HSP, will be deemed to have been authorized by the HSP for submission.

For certainty, nothing in this section 8.1 or in this Agreement restricts or otherwise limits the Funder's right to access or to require access to personal health information as defined in the Enabling Legislation, in accordance with Applicable Law for purposes of carrying out the Funder's statutory objects to achieve the purposes of the Enabling Legislation.

- (c) **RAI MDS.** Without limiting the foregoing, the HSP
 - (1) will conduct quarterly assessments of Residents, and all other assessments of Residents required by the RAI MDS Tools, using the RAI MDS Tools;
 - (2) will ensure that the RAI MDS Tools are used correctly to produce an accurate assessment of the HSP's Residents ("RAI MDS Data");
 - (3) will submit the RAI MDS Data to the Canadian Institute for Health Information ("CIHI") in an electronic format at least quarterly in accordance with the submission guidelines set out by CIHI; and
 - (4) acknowledges that if used incorrectly, the RAI MDS Tools can increase Funding beyond that to which the HSP would otherwise be entitled. The HSP will therefore have systems in place to regularly monitor, evaluate and where necessary correct the quality and accuracy of the RAI MDS Data.
- (d) **Quality Improvement Plan.** The HSP will submit a Quality Improvement Plan to Ontario Health that is aligned with this Agreement and supports health system priorities.
- (e) **CEO Changes.** The HSP will immediately notify the Funder if it becomes aware that the HSP's CEO will depart the organization.
- (f) **French Language Services.** If the HSP is required to provide services to the public in French under the provisions of the *FLSA*, the HSP will be required to submit a French language services report to the Funder. If the HSP is not required to provide services to the public in French under the provisions of the *FLSA*, it will be required to provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community.
- (g) **Declaration of Compliance.** On or before March 1 of each Funding Year, the Board will issue a Compliance Declaration declaring that the HSP has complied with the terms of this Agreement. The form of the declaration is set out in Schedule E and may be amended by the Funder from time to time through the term of this Agreement.
- (h) **Financial Reductions.** Notwithstanding any other provision of this Agreement, and at the discretion of the Funder, the HSP may be subject to a financial reduction if any of the Reports are received after the due date, are incomplete, or are inaccurate where the errors or delay were not as a result of Funder actions or inaction or the actions or inactions of persons acting on behalf of the Funder. If assessed, the financial reduction will be as follows:

- (1) if received within 7 Days after the due date, incomplete or inaccurate, the financial penalty will be the greater of (1) a reduction of 0.02 percent (0.02%) of the Funding; or (2) two hundred and fifty dollars (\$250.00); and
- (2) for every full or partial week of non-compliance thereafter, the rate will be one half of the initial reduction.

8.2 Reviews.

- (a) During the term of this Agreement and for 7 years after the term of this Agreement, the HSP agrees that the Funder or its authorized representatives may conduct a Review of the HSP to confirm the HSP's fulfillment of its obligations under this Agreement. For these purposes the Funder or its authorized representatives may, upon 24 hours' Notice to the HSP and during normal business hours enter the HSP's premises to:
 - (1) inspect and copy any financial records, invoices and other finance-related documents, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding or otherwise to the Services; and
 - (2) inspect and copy non-financial records, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding, the Services or otherwise to the performance of the HSP under this Agreement.
- (b) The cost of any Review will be borne by the HSP if the Review (1) was made necessary because the HSP did not comply with a requirement under the Act or this Agreement; or (2) indicates that the HSP has not fulfilled its obligations under this Agreement, including its obligations under Applicable Law and Applicable Policy.
- (c) To assist in respect of the rights set out in (a) above the HSP shall disclose any information requested by the Funder or its authorized representatives, and shall do so in a form requested by the Funder or its authorized representatives.
- (d) The HSP may not commence a proceeding for damages or otherwise against any person with respect to any act done or omitted to be done, any conclusion reached or report submitted that is done in good faith in respect of a Review.

8.3 Document Retention and Record Maintenance. The HSP will

- (a) retain all records (as that term is defined in FIPPA) related to the HSP's performance of its obligations under this Agreement for 7 years after the termination or expiration of the term of this Agreement. The HSP's obligations under this section will survive any termination or expiry of this Agreement;
- (b) keep all financial records, invoices and other finance-related documents relating to the Funding or otherwise to the Services in a manner consistent with either generally accepted accounting principles or international financial reporting standards as advised by the HSP's auditor; and
- (c) keep all non-financial documents and records relating to the Funding or otherwise to the Services in a manner consistent with all Applicable Law.

8.4 Disclosure of Information.

- (a) **FIPPA.** The HSP acknowledges that the Funder is bound by FIPPA and that any information provided to the Funder in connection with this Agreement may be subject to disclosure in accordance with FIPPA.
- (b) **Confidential Information.** The parties will treat Confidential Information as confidential and will not disclose Confidential Information except with the consent of the disclosing party or as permitted or required under FIPPA, the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act, 2004*, the Act, court order, subpoena or other Applicable Law. Notwithstanding the foregoing, the Funder may disclose information that it collects under this Agreement in accordance with the Enabling Legislation.

8.5. Transparency. The HSP will post a copy of this Agreement and each Compliance Declaration submitted to the Funder during the term of this Agreement in a conspicuous and easily accessible public place at the Home and on its public website if the HSP operates a public website.

8.6 Auditor General. For greater certainty the Funder's rights under this article are in addition to any rights provided to the Auditor General under the *Auditor General Act* (Ontario).

- (a)

ARTICLE 9.0 - REPRESENTATIONS, WARRANTIES AND COVENANTS

9.1 General. The HSP represents, warrants and covenants that:

- (a) it is, and will continue for the term of this Agreement to be, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has the experience and expertise necessary to carry out the Services;
- (c) it holds all permits, licences, consents, intellectual property rights and authorities necessary to perform its obligations under this Agreement;
- (d) all information that the HSP provided to the Funder in its Planning Submission or otherwise in support of its application for funding was true and complete at the time the HSP provided it, and will, subject to the provision of Notice otherwise, continue to be true and complete for the term of this Agreement;
- (e) it has not and will not for the term of this Agreement, enter into a non-arm's transaction that is prohibited by the Act; and
- (f) it does, and will continue for the term of this Agreement to, operate in compliance with all Applicable Law and Applicable Policy.

9.2 Execution of Agreement. The HSP represents and warrants that:

- (a) it has the full power and authority to enter into this Agreement; and
- (b) it has taken all necessary actions to authorize the execution of this Agreement.

9.3 Governance.

- (a) The HSP represents, warrants and covenants that it has established, and will maintain for the period during which this Agreement is in effect, policies and procedures:
 - (1) that set out one or more codes of conduct for, and that identify, the ethical responsibilities for all persons at all levels of the HSP's organization;
 - (2) to ensure the ongoing effective functioning of the HSP;
 - (3) for effective and appropriate decision-making;
 - (4) for effective and prudent risk-management, including the identification and management of potential, actual and perceived conflicts of interest;
 - (5) for the prudent and effective management of the Funding;
 - (6) to monitor and ensure the accurate and timely fulfillment of the HSP's obligations under this Agreement and compliance with the Act and the Enabling Legislation;
 - (7) to enable the preparation, approval and delivery of all Reports;
 - (8) to address complaints about the provision of Services, the management or governance of the HSP; and
 - (9) to deal with such other matters as the HSP considers necessary to ensure that the HSP carries out its obligations under this Agreement.
- (b) The HSP represents and warrants that it:
 - (1) has, or will have within 60 Days of the execution of this Agreement, a Performance Agreement with its CEO;
 - (2) will take all reasonable care to ensure that its CEO complies with the Performance Agreement; and
 - (3) will enforce the HSP's rights under the Performance Agreement.

9.4 Funding, Services and Reporting. The HSP represents, warrants and covenants that:

- (a) the Funding is, and will continue to be, used only to provide the Services in accordance with the terms of this Agreement;
- (b) the Services are and will continue to be provided:
 - (1) by persons with the expertise, professional qualifications, licensing and skills necessary to complete their respective tasks; and
 - (2) in compliance with Applicable Law and Applicable Policy; and
- (c) every Report is and will continue to be, accurate and in full compliance with the provisions of this Agreement, including any particular requirements applicable to the Report, and any material change to a Report will be communicated to the Funder immediately.

9.5 Supporting Documentation. Upon request, the HSP will provide the Funder with proof of the matters referred to in this Article.

ARTICLE 10.0 - LIMITATION OF LIABILITY, INDEMNITY & INSURANCE

- 10.1 Limitation of Liability.** The Indemnified Parties will not be liable to the HSP or any of the HSP's Personnel and Volunteers for costs, losses, claims, liabilities and damages howsoever caused arising out of or in any way related to the Services or otherwise in connection with this Agreement, unless caused by the negligence or wilful act of any of the Indemnified Parties.
- 10.2 Same.** For greater certainty and without limiting section 10.1, the Funder is not liable for how the HSP and the HSP's Personnel and Volunteers carry out the Services and is therefore not responsible to the HSP for such Services. Moreover, the Funder is not contracting with or employing any HSP's Personnel and Volunteers to carry out the terms of this Agreement. As such, it is not liable for contracting with, employing or terminating a contract with or the employment of any HSP's Personnel and Volunteers required to carry out this Agreement, nor for the withholding, collection or payment of any taxes, premiums, contributions or any other remittances due to government for the HSP's Personnel and Volunteers required by the HSP to carry out this Agreement.
- 10.3 Indemnification.** The HSP hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant costs), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, the "Claims"), by whomever made, sustained, brought or prosecuted, including for third party bodily injury (including death), personal injury and property damage, in any way based upon, occasioned by or attributable to anything done or omitted to be done by the HSP or the HSP's Personnel and Volunteers in the course of the performance of the HSP's obligations under, or otherwise in connection with, this Agreement, unless caused by the negligence or wilful misconduct of any Indemnified Parties.
- 10.4 Insurance.**
- (a) **Generally.** The HSP shall protect itself from and against all Claims that might arise from anything done or omitted to be done by the HSP and the HSP's Personnel and Volunteers under this Agreement and more specifically all Claims that might arise from anything done or omitted to be done under this Agreement where bodily injury (including personal injury), death or property damage, including loss of use of property is caused.
 - (b) **Required Insurance.** The HSP will put into effect and maintain, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person in the business of the HSP would maintain including, but not limited to, the following at its own expense.
 - (1) **Commercial General Liability Insurance.** Commercial General Liability Insurance, for third party bodily injury, personal injury and property damage to an inclusive limit of not less than 2 million dollars per occurrence and not less than 2 million dollars products and completed operations aggregate. The policy will include the following clauses:
 - A. The Indemnified Parties as additional insureds,
 - B. Contractual Liability,

- C. Cross-Liability,
 - D. Products and Completed Operations Liability,
 - E. Employers Liability and Voluntary Compensation unless the HSP complies with the Section below entitled “Proof of WSIA Coverage”,
 - F. Tenants Legal Liability (for premises/building leases only),
 - G. Non-Owned automobile coverage with blanket contractual coverage for hired automobiles, and
 - H. A 30 Day written notice of cancellation, termination or material change.
- (2) **Proof of WSIA Coverage.** Unless the HSP puts into effect and maintains Employers Liability and Voluntary Compensation as set out above, the HSP will provide the Funder with a valid *Workplace Safety and Insurance Act, 1997* (“WSIA”) Clearance Certificate and any renewal replacements, and will pay all amounts required to be paid to maintain a valid WSIA Clearance Certificate throughout the term of this Agreement.
- (3) All Risk Property Insurance on property of every description, for the term, providing coverage to a limit of not less than the full replacement cost, including earthquake and flood. All reasonable deductibles and self-insured retentions are the responsibility of the HSP.
- (4) Comprehensive Crime insurance, Disappearance, Destruction and Dishonest coverage.
- (5) Errors and Omissions Liability Insurance insuring liability for errors and omissions in the provision of any professional services as part of the Services or failure to perform any such professional services, in the amount of not less than two million dollars per claim and in the annual aggregate.
- (c) **Certificates of Insurance.** The HSP will provide the Funder with proof of the insurance required by this Agreement in the form of a valid certificate of insurance that references this Agreement and confirms the required coverage, on or before the commencement of this Agreement, and renewal replacements on or before the expiry of any such insurance. Upon the request of the Funder, a copy of each insurance policy shall be made available to it. The HSP shall ensure that each of its subcontractors obtains all the necessary and appropriate insurance that a prudent person in the business of the subcontractor would maintain and that the Indemnified Parties are named as additional insureds with respect to any liability arising in the course of performance of the subcontractor's obligations under the subcontract.

ARTICLE 11.0 – TERMINATION

11.1 Termination by the Funder.

- (a) **Immediate Termination.** The Funder may terminate this Agreement immediately upon giving Notice to the HSP if:

- (1) the HSP is unable to provide or has discontinued the Services in whole or in part or the HSP ceases to carry on business;
 - (2) the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
 - (3) the Funder is directed, pursuant to the Act, to terminate this Agreement by the Minister or the Director;
 - (4) the Home has been closed in accordance with the Act; or
 - (5) as provided for in section 4.5, the Funder does not receive the necessary funding from the Ministry.
- (b) **Termination in the Event of Financial Difficulties.** If the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver the Funder will consult with the Director before determining whether this Agreement will be terminated. If the Funder terminates this Agreement because a person has exercised a security interest as contemplated by section 107 of the Act, the Funder would expect to enter into a service accountability agreement with the person exercising the security interest or the receiver or other agent acting on behalf of that person where the person has obtained the Director's approval under section 110 of the Act and has met all other relevant requirements of Applicable Law.
- (c) **Opportunity to Remedy Material Breach.** If an HSP breaches any material provision of this Agreement, including, but not limited to, the reporting requirements in Article 8 and the representations and warranties in Article 10 and the breach has not been satisfactorily resolved under Article 7, the Funder will give the HSP Notice of the particulars of the breach and of the period of time within which the HSP is required to remedy the breach. The Notice will advise the HSP that the Funder may terminate this Agreement:
- (1) at the end of the Notice period provided for in the Notice if the HSP fails to remedy the breach within the time specified in the Notice; or
 - (2) prior to the end of the Notice period provided for in the Notice if it becomes apparent to the Funder that the HSP cannot completely remedy the breach within that time or such further period of time as the Funder considers reasonable, or the HSP is not proceeding to remedy the breach in a way that is satisfactory to the Funder; and
- the Funder may then terminate this Agreement in accordance with the Notice.

11.2 Termination of Services by the HSP.

- (a) Except as provided in section 11.2(b) and (c) below, the HSP may terminate this Agreement at any time, for any reason, upon giving the Funder at least six months' Notice.
- (b) Where the HSP intends to cease providing the Services and close the Home, the HSP will provide Notice to the Funder at the same time the HSP is required to provide Notice to the Director under the Act. The HSP will ensure that the closure plan required by the Act is acceptable to the Funder.

- (c) Where the HSP intends to cease providing the Services as a result of an intended sale or transfer of a Licence in whole or in part, the HSP will comply with section 6.3 of this Agreement.

11.3 Consequences of Termination.

- (a) If this Agreement is terminated pursuant to this Article, the Funder may:
- (1) cancel all further Funding instalments;
 - (2) demand the repayment of any Funding remaining in the possession or under the control of the HSP;
 - (3) determine the HSP's reasonable costs to wind down the Services; and
 - (4) permit the HSP to offset the costs determined pursuant to section (3), against the amount owing pursuant to section (2).
- (b) Despite (a), if the cost determined pursuant to section 11.3(a) (3) exceeds the Funding remaining in the possession or under the control of the HSP the Funder will not provide additional monies to the HSP to wind down the Services.

11.4 Effective Date. Termination under this Article will take effect as set out in the Notice.

11.5 Corrective Action. Despite its right to terminate this Agreement pursuant to this Article, the Funder may choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the Funder determines, to ensure the successful completion of the Services in accordance with the terms of this Agreement.

ARTICLE 12.0 - NOTICE

12.1 Notice. A Notice will be in writing; delivered personally, by pre-paid courier, by any form of mail where evidence of receipt is provided by the post office or by facsimile with confirmation of receipt, or by email where no delivery failure notification has been received. For certainty, delivery failure notification includes an automated 'out of office' notification. A Notice will be addressed to the other party as provided below or as either party will later designate to the other in writing:

To the Funder:

Ontario Health
525 University Avenue, 5th Floor
Toronto ON, M5G 2L3

Attn: Chief Regional Officer, Toronto and East

Email: OH-East_Submissions@ontariohealth.ca

To the HSP:

Corporation of the County of Renfrew
Miramichi Lodge
725 Pembroke Street West
Pembroke ON, K7V 4L5

Attn: Director of Long-Term Care

Email: MBlackmore@countyofrenfrew.on.ca

- 12.2 Notices Effective From.** A Notice will be deemed to have been duly given 1 business day after delivery if Notice is delivered personally, by pre-paid courier or by mail. A Notice that is delivered by facsimile with confirmation of receipt or by email where no delivery failure notification has been received will be deemed to have been duly given 1 business day after the facsimile or email was sent.

ARTICLE 13.0 - INTERPRETATION

- 13.1 Interpretation.** In the event of a conflict or inconsistency in any provision of this Agreement, the main body of this Agreement will prevail over the Schedules.
- 13.2 Jurisdiction.** Where this Agreement requires compliance with the Act, the Director will determine compliance and advise the Funder. Where the Act requires compliance with this Agreement, the Funder will determine compliance and advise the Director.
- 13.3 Determinations by the Director.** All determinations required by the Director under this Agreement are subject to an HSP's rights of review and appeal under the Act.
- 13.4 The Act.** For greater clarity, nothing in this Agreement supplants or otherwise excuses the HSP from the fulfillment of any requirements of the Act. The HSP's obligations in respect of the Enabling Legislation and this Agreement are separate and distinct from the HSP's obligations under the Act.

ARTICLE 14.0 - ADDITIONAL PROVISIONS

- 14.1 Currency.** All payment to be made by the Funder or the HSP under this Agreement shall be made in the lawful currency of Canada.
- 14.2 Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.
- 14.3 Terms and Conditions on Any Consent.** Any consent or approval that the Funder may grant under this Agreement is subject to such terms and conditions as the Funder may reasonably require.
- 14.4 Waiver.** A party may only rely on a waiver of the party's failure to comply with any term of this Agreement if the other party has provided a written and signed Notice of waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.
- 14.5 Parties Independent.** The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by

any agreements, warranties or representations made by the other party to any other person or entity, nor with respect to any other action of the other party.

- 14.6 Funder is an Agent of the Crown.** The parties acknowledge that the Funder is an agent of the Crown and may only act as an agent of the Crown in accordance with the provisions of the Enabling Legislation. Notwithstanding anything else in this Agreement, any express or implied reference to the Funder providing an indemnity or any other form of indebtedness or contingent liability that would directly or indirectly increase the indebtedness or contingent liabilities of the Funder or of Ontario, whether at the time of execution of this Agreement or at any time during the term of this Agreement, will be void and of no legal effect.
- 14.7 Express Rights and Remedies Not Limited.** The express rights and remedies of the Funder are in addition to and will not limit any other rights and remedies available to the Funder at law or in equity. For further certainty, the Funder has not waived any provision of any applicable statute, including the Act and the Enabling Legislation, nor the right to exercise its rights under these statutes at any time.
- 14.8 No Assignment.** The HSP will not assign this Agreement or the Funding in whole or in part, directly or indirectly, without the prior written consent of the Funder which consent shall not be unreasonably withheld. No assignment or subcontract shall relieve the HSP from its obligations under this Agreement or impose any liability upon the Funder to any assignee or subcontractor. The Funder may assign this Agreement or any of its rights and obligations under this Agreement to any one or more agencies or ministries of His Majesty the King in right of Ontario and as otherwise directed by the Ministry.
- 14.9 Governing Law.** This Agreement and the rights, obligations and relations of the parties hereto will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Any litigation arising in connection with this Agreement will be conducted in Ontario unless the parties agree in writing otherwise.
- 14.10 Survival.** The provisions in Articles 1.0, 5.0, 8.0, 10.5, 11.0, 13.0, 14.0 and 15.0 and sections 2.3, 4.6, 9.4, 19.5 and 11.3 will continue in full force and effect for a period of seven years from the date of expiry or termination of this Agreement.
- 14.11 Further Assurances.** The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 14.12 Amendment of Agreement.** This Agreement may only be amended by a written agreement duly executed by the parties.
- 14.13 Counterparts.** This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.
- 14.14 Insignia and Logo.** Neither party may use any insignia or logo of the other party without the prior written permission of the other party. For purposes of this section 14.14, the insignia or logo of the Funder includes the insignia and logo of His Majesty the King in right of Ontario.

ARTICLE 15.0 - ENTIRE AGREEMENT

15.1 Entire Agreement. This Agreement together with the appended Schedules constitutes the entire Agreement between the parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

The parties have executed this Agreement on the dates set out below.

ONTARIO HEALTH

By:

Anna Greenberg,
Chief Regional Officer, Toronto and East

Date

And by:

Eric Partington,
Vice President, Performance, Accountability,
and Funding Allocation, Ontario Health (East)

Date

CORPORATION OF THE COUNTY OF RENFREW

By:

Craig Kelley,
Chief Administrative Officer/
Clerk of the County of Renfrew

Date

I have authority to bind the HSP

And by:

Peter Emon,
Warden

Date

I have authority to bind the HSP

2023-24 Description of Home and Services

LTCH Name: Miramichi Lodge

A.1 General Information

Name of Licensee: (as referred to on your Long-Term Care Home Licence)	The Corporation of the County of Renfrew		
Name of Home: (as referred to on your Long-Term Care Home Licence)	Miramichi Lodge		
LTCH Master Number (e.g. NH9898)	H11807		
Address	725 Pembroke Street West		
City	Pembroke	Postal Code	K8A 8S6
Accreditation organization	Accreditation Canada		
Date of Last Accreditation (Award Date – e.g. May 31, 2020)	On-site Survey: April 22-25, 2018 Award Date: May 10, 2018	Year(s) Awarded (e.g. 3 years)	4 years
French Language Services (FLS)	Identified (Y/N)	N	Designated Y/N N
Culturally Designated Home	Self Identified (Y/N)	N	Specific Community Served (i.e ethnic, linguistic or religious) N

2023-24 Description of Home and Services

LTCH Name: Miramichi Lodge

A.2 Licensed or Approved Beds & Classification / Bed Type

1. Licence Type	Total # of Beds <u>Note:</u> Each individual licence should be on a separate row. Please add additional rows as required.					Licence Expiry Date (e.g. May 31, 2025)	Comments/Additional Information
	A	B	C	Upgraded D	New		
Licence ("Regular" or Municipal Approval)					166	N/A Municipal	
TOTAL BEDS (1)	166						
Please include information specific to the following types of licences on a separate line below. Temporary Licence, Temporary Emergency Licence, or Short-Term Authorization							<u>Note:</u> Each individual licence should be on a separate row. Please add additional rows as required.
2. Licence Type	Total # of Beds		Licence Expiry Date (e.g., May 31, 2025)		Comments/Additional Information		
Temporary	0						
Temporary Emergency	0						
Short-Term Authorization	0						
TOTAL BEDS (2)	0						
TOTAL # OF ALL LICENSED BEDS (1) + (2)	166						

2023-24 Description of Home and Services

LTCH Name: Miramichi Lodge

Usage Type	Total # of Beds	Expiry Date (e.g., May 31, 2025)	Comments/Additional Information
Long Stay Beds (not including beds below)	162	Ongoing	
Convalescent Care Beds	0		
Respite Beds	2	Annual Renew	
ELDCAP Beds	0		
Interim Beds	0		
Veterans' Priority Access beds	2		
Beds in Abeyance (BIA)	0		
Designated Specialized Unit beds	0		
Other beds *	0		
Total # of all Bed Types (3)	166		

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

** Include beds set aside in accordance with Emergency Plans (O. Reg 246/22 s. 268)

A.3 Structural Information

Type of Room (this refers to structural layout rather than what is charged in accommodations or current occupancy).

Room Type	Rooms	Multiplier	Number of beds
Number of rooms with 1 bed	100	x 1	100
Number of rooms with 2 beds	33	x 2	66
Number of rooms with 3 beds	0	x 3	0

2023-24 Description of Home and Services

LTCH Name: Miramichi Lodge

Number of rooms with 4 beds	0	x 4	0
Total Number of Rooms	133	Total Number of Beds*	166

***Ensure the "Total Number of Beds" above matches "Total # of all Bed Types (3)" from Table A.2**

Original Construction Date (Year)	2004
Redevelopment: Please list year and details (unit/resident home area, design standards, # beds, reason for redevelopment. If active, please provide stage of redevelopment and forecasted year of completion.)	1)N/A 2) 3) 4)

Number of Units/Resident Home Areas and Beds

Unit/Resident Home Area	Number of Beds
RHA 1A	27
RHA 1B	27
RHA 2A	28
RHA 2B	28
RHA 3A	28
RHA 3B	28
Total Number of Beds (Ensure total matches "Total # of all Bed Types (3)" from Table A.2)	166

Other Reporting

Accommodation Breakdown*			
Accommodation Type	Basic	Semi-Private	Private
	66	0	100
Total Beds	66	0	100

*For accommodation definition see *Fixing Long-Term Care Act, 2021*
(<https://www.ontario.ca/laws/regulation/220246#BK4>)

Schedule B

Additional Terms and Conditions Applicable to the Funding Model

1.0 Background. Ontario Health provides subsidy funding to long-term care home health service providers pursuant to a funding model set by MOH and MLTC. The current model provides estimated per diem funding that is subsequently reconciled. The current funding model is under review and may change during the Term (as defined below). As a result, and for ease of amendment during the Term, this Agreement incorporates certain terms and conditions that relate to the funding model in this Schedule B.

2.0 Additional Definitions. Any terms not otherwise defined in this Schedule have the same meaning attributed to them in the main body of this Agreement. The following terms have the following meanings:

“Allowable Subsidy” refers to Allowable Subsidy as defined in s. 1 of Reg. 200/21 under Connecting Care Act, 2019.

“Construction Funding Subsidy” or “CFS” means the funding that the MOH and MLTC agreed to provide, or to ensure the provision of, to the HSP, in an agreement for the construction, development, redevelopment, retrofitting or upgrading of beds (a **“Development Agreement”**).

“CFS Commitments” means

- (a) commitments of the HSP related to a Development Agreement, identified in Schedule A of the service agreement in respect of the Home in effect between the HSP and the funder and
- (b) commitments of the HSP identified in a Development Agreement in respect of beds that were developed or redeveloped and opened for occupancy (including, without limitation, any commitments set out in the HSP’s Application as defined in the Development Agreement, and any conditions agreed to in the Development Agreement in respect of any permitted variances from standard design standards.)

“Envelope” is a portion of the Estimated Provincial Subsidy that is designated for a specific use. There are four Envelopes in the Estimated Provincial Subsidy as follows:

- (a) the “Nursing and Personal Care” Envelope;
- (b) the “Program and Support Services” Envelope;
- (c) the “Raw Food” Envelope; and
- (d) the “Other Accommodation” Envelope.

“Estimated Provincial Subsidy” means the estimated provincial subsidy to be provided by Ontario Health to an HSP calculated in accordance with Applicable Law and Applicable Policy.

“Reconciliation Report” refers to the Reconciliation Report as referenced in s. 1 of Reg 200/21 under Connecting Care Act, 2019.

“Term” means the term of this Agreement.

3.0 Provision of Funding.

3.1 In each Funding Year, Ontario Health shall advise the HSP of the amount of its Estimated Provincial Subsidy. The amount of the Estimated Provincial Subsidy shall be calculated on both a monthly basis and an annual basis and will be allocated among the Envelopes and other funding streams applicable to the HSP, including the CFS.

3.2 The Estimated Provincial Subsidy shall be provided to the HSP on a monthly basis in accordance with the monthly calculation described in 3.1 and otherwise in accordance with this Agreement. Payments will be made to the HSP on or about the twenty-second (22nd) day of each month of the Term.

3.3 CFS will be provided as part of the Estimated Provincial Subsidy and in accordance with the terms of the Development Agreement and Applicable Policy. This obligation survives any expiry or termination of this Agreement.

4.0 Use of Funding.

4.1 Unless otherwise provided in this Schedule B, the HSP shall use all Funding allocated for a particular Envelope only for the use or uses set out in the Applicable Policy.

4.5 In the event that a financial reduction is determined by Ontario Health, the financial reduction will be applied against the portion of the Estimated Provincial Subsidy in the "Other Accommodation" Envelope.

5.0 Construction Funding Subsidies.

5.1 Subject to 5.2 and 5.3 the HSP is required to continue to fulfill all CFS Commitments, and the CFS Commitments are hereby incorporated into and deemed part of the Agreement.

5.2 The HSP is not required to continue to fulfill CFS Commitments that the MOH and MLTC has acknowledged in writing: (i) have been satisfactorily fulfilled; or (ii) are no longer required to be fulfilled; and the HSP is able to provide Ontario Health with a copy of such written acknowledgment.

5.3 Where this Agreement establishes or requires a service requirement that surpasses the service commitment set out in the CFS Commitments, the HSP is required to comply with the service requirements in this Agreement.

5.4 MOH and MLTC are responsible for monitoring the HSP's on-going compliance with the CFS Commitments. Notwithstanding the foregoing, the HSP agrees to certify its compliance with the CFS Commitments when requested to do so by Ontario Health.

6.0 Reconciliation.

6.1 The HSP shall complete the Reconciliation Reports and submit them to MOH and MLTC in accordance with Schedule C. The Reconciliation Reports shall be in such form and containing such information as required by Applicable Law and Applicable Policy or as otherwise required by Ontario Health pursuant this Agreement.

6.2 The Estimated Provincial Subsidy provided by Ontario Health under section 3.0 of this Schedule shall be reconciled by Ontario Health in accordance with Applicable Law and Applicable Policy to produce the Allowable Subsidy.

Schedule C – Reporting Requirements

1. In-Year Revenue/Occupancy Report	
Reporting Period	Estimated Due Dates¹
2023 – Jan 1, 2023 to Sept 30, 2023	By October 15, 2023
2. Long-Term Care Home Annual Report	
Reporting Period	Estimated Due Dates¹
2023 – Jan 1, 2023 to Dec 31, 2023	By September 30, 2024
3. French Language Services Report	
Fiscal Year	Due Dates
2023-24 – Apr 1, 2023 to March 31, 2024	April 29, 2024
4. OHRS/MIS Trial Balance Submission	
2023-2024	Due Dates (Must pass 3c Edits)
Q2 – Apr 1, 2023 to Sept 30, 2023 (Fiscal Year)	October 29, 2023
Q2 – Jan 1, 2023 to June 30, 2023 (Calendar Year)	
Q3 – Apr 1, 2023 to Dec 31, 2023 (Fiscal Year)	January 28, 2024 – Optional Submission
Q3 – Jan 1, 2023 to Sept 30, 2023 (Calendar Year)	
Q4 – Apr 1, 2023 to March 31, 2024 (Fiscal Year)	May 31, 2024
Q4 – Jan 1, 2023 to Dec 31, 2023 (Calendar Year)	
5. Compliance Declaration	
Funding Year	Due Dates
January 1, 2023 – December 31, 2023	March 1, 2024
6. Continuing Care Reporting System (CCRS)/RAI MDS	
Reporting Period	Estimated Final Due Dates¹
2023-2024 Q1	August 31, 2023
2023-2024 Q2	November 30, 2023
2023-2024 Q3	February 28, 2024
2023-2024 Q4	May 31, 2024
7. Long-Term Care Staffing Data Collection (“Staffing Survey”)	
Reporting Period	Estimated Due Dates¹
April 1, 2022 to June 30, 2022 – Q1	September 12, 2022
July 1, 2022 to September 30, 2022 – Q2	January 27, 2023
October 1, 2022 to December 31, 2022 – Q3	To be determined
January 1, 2023 to March 31, 2023 – Q4	To be determined
8. Quality Improvement Plan (submitted to Ontario Health)	
Planning Period	Due Dates
April 1, 2023 – March 31, 2024	April 1, 2023

¹ These are estimated dates provided by the MOH and MLTC and are subject to change. If the due date falls on a weekend, reporting will be due the following business day.

Schedule D – Performance

1.0 Performance Indicators

The HSP's delivery of the Services will be measured by the following Indicators, Targets and where applicable Performance Standards. In the following table:

n/a means 'not-applicable', that there is no defined Performance Standard for the indicator for the applicable year.

tbd means a Target, and a Performance Standard, if applicable, will be determined during the applicable year.

INDICATOR CATEGORY	INDICATOR P=Performance Indicator E=Explanatory Indicator M=Monitoring Indicator	2022/23	
		Performance	
		Target	Standard
Organizational Health and Financial Indicators	Debt Service Coverage Ratio (P)	1	≥1
	Total Margin (P)	0	≥0
Coordination and Access Indicators	Percent Resident Days – Long Stay (E)	n/a	n/a
	Wait Time from Home and Community Care Support Services (HCCSS) Determination of Eligibility to LTC Home Response (M)	n/a	n/a
	Long-Term Care Home Refusal Rate (E)	n/a	n/a
Quality and Resident Safety Indicators	Percentage of Residents Who Fell in the Last 30 days (M)	n/a	n/a
	Percentage of Residents Whose Pressure Ulcer Worsened (M)	n/a	n/a
	Percentage of Residents on Antipsychotics Without a Diagnosis of Psychosis (M)	n/a	n/a
	Percentage of Residents in Daily Physical Restraints (M)	n/a	n/a

2.0 Local Obligations

This schedule sets out provincial goals identified by Ontario Health (OH) and the Local Obligations associated with each of the goals. The provincial goals apply to all HSPs and HSPs must select the most appropriate obligation(s) under each goal for implementation. HSPs must provide a report on the progress of their implementation(s) as per direction provided by OH regional teams.

Goal: Improve Access and Flow by Reducing Alternate Level of Care (ALC)

Local Obligations related to goal:

- Participate in and align with regional plans to support admission diversion, maximize capacity, and support patients transition to community.

Goal: Advance Indigenous Health Strategies and Outcomes

Local Obligations related to goal:

- Develop and/or advance First Nations, Inuit, Métis and Urban Indigenous (FNIMUI) FNIMUI Health Workplan:
 - a. Partner with your OH team to work through a process of establishing a First Nations, Inuit, Métis and Urban Indigenous Health Workplan, which aligns with provincial guidance, and includes a plan for Indigenous cultural awareness (improving understanding of Indigenous history, perspectives, cultures, and traditions) and cultural safety (improving understanding of anti-racist practice and identifying individual and systemic biases that contribute to racism across the health care system). Ontario Health will provide guidance material to support this process.
 - b. Or, if a First Nations, Inuit, Métis and Urban Indigenous Health Workplan (or similar) already exists, demonstrate advancement to implementation of the plan.
- Demonstrate progress (and document in reporting template) on outcomes, access and/or executive training:
 - a. Improvement in outcomes regarding First Nations, Inuit, Métis and Urban Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on the data currently available to them. In future years, standardized indicators will be developed.)
 - b. Progress in increasing culturally safe access to healthcare services, programs to foster Indigenous engagement, and relationship building to improve Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on initiatives they have targeted in their First Nations, Inuit, Métis and Urban Indigenous Health Workplan. In future years, standardized indicators will be developed.)
 - c. Demonstrate that executive level staff have completed Indigenous Cultural Safety Training

Goal: Advance Equity, Inclusion, Diversity, and Anti-Racism Strategies to

Improve Health Outcomes

Local Obligations related to goal:

- Develop and/or advance an organizational health equity plan
 - develop an equity plan that aligns with OH equity, inclusion, diversity and anti-racism framework, and existing provincial priorities, where applicable (i.e., French language health services plan; Accessibility for Ontarians with Disabilities Act; the provincial Black Health Plan; High Priority Community Strategy; etc.). Please note that HSPs will be provided with guidance materials to help develop their equity plan and complete a reporting template to submit to the region.
 - Or, if an equity plan already exists, demonstrate advancement to implementation of the plan, by completing the equity reporting template and submitting to the region.
- Increase understanding and awareness of health equity through education/continuous learning
 - Continue capacity-building through knowledge transfer, education, and training about health equity within the Region, HSPs will demonstrate that a minimum, executive level staff have completed relevant equity, inclusion, diversity, and anti-racism education (recommended education options to be provided).

Schedule E – Form of Compliance Declaration

DECLARATION OF COMPLIANCE

Issued pursuant to the Long-Term Care Home Service Accountability Agreement

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

From: The Board of Directors (the “Board”) of the [insert name of License Holder] (the “HSP”)

For: [insert name of Home] (the “Home”)

Date: [insert date]

Re: January 1, 2023– December 31, 2023 (the “Applicable Period”)

The Board has authorized me, by resolution dated [insert date], to declare to you as follows:

After making inquiries of the [insert name and position of person responsible for managing the Home on a day to day basis, e.g. the Chief Executive Office or the Executive Director] and other appropriate officers of the Health Service Provider (the “HSP”) and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care home service accountability agreement (the “Agreement”) in effect during the Applicable Period.

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

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

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between the Ontario Health and the HSP effective April 1, 2023.

[insert name of individual authorized by the Board to make the Declaration on the Board's behalf],
[insert title]

Schedule E – Form of Compliance Declaration Cont'd.

Appendix 1 - Exceptions

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

COUNTY OF RENFREW

BY-LAW NUMBER 60-23

**A BY-LAW TO AMEND BY-LAW 31-22 BEING A BY-LAW AUTHORIZING THE WARDEN AND CLERK
TO EXECUTE THE MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT WITH ONTARIO HEALTH
FOR THE SENIOR/ADULT DAY PROGRAM**

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

WHEREAS the County of Renfrew deems it desirable to enter into an amended agreement with Ontario Health by signing the Multi-Sector Service Accountability Agreement (M-SAA) from April 1, 2023 until March 31, 2024 for the continuation of 100% funding for the Bonnechere Manor Senior/Adult Day Programs;

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

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

READ a first time this 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

MULTI-SECTOR SERVICE ACCOUNTABILITY AGREEMENT
April 1, 2023 to March 31, 2024

SERVICE ACCOUNTABILITY AGREEMENT
with
Corporation of the County of Renfrew
Effective Date: April 1, 2023
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SCHEDULES

- Schedule A:** Total Funder Funding
- Schedule B:** Reports
- Schedule C:** Directives, Guidelines & Policies
- Schedule D:** Performance
- Schedule E:** Project Funding Agreement Template
- Schedule F:** Declaration of Compliance/Declaration of Compliance for Municipalities
- Schedule G:** N/A

THIS AGREEMENT effective as of the 1st day of April, 2023

BETWEEN :

ONTARIO HEALTH (the “**Funder**”)

- and -

CORPORATION OF THE COUNTY OF RENFREW (the “**HSP**”)

Background:

This service accountability agreement is entered into pursuant to the *Connecting Care Act, 2019* (the “**CCA**”).

The HSP and the Funder are committed to working together, and with others, to achieve evolving provincial priorities including building a connected and sustainable health care system centred around the needs of patients, their families and their caregivers.

In this context, the HSP and the Funder agree that the Funder will provide funding to the HSP on the terms and conditions set out in this Agreement to enable the provision of services to the health system by the HSP.

In consideration of their respective agreements set out below, the Funder and the HSP covenant and agree as follows:

ARTICLE 1 - DEFINITIONS & INTERPRETATION

1.1 **Definitions.** In this Agreement the following terms will have the following meanings:

“**Accountability Agreement**” means the accountability agreement, as that term is defined in the Enabling Legislation, in place between the Funder and the Ministry during a Funding Year;

“**Active Offer**” means the clear and proactive offer of service in French to individuals, from the first point of contact, without placing the responsibility of requesting services in French on the individual;

“**Agreement**” means this agreement and includes the Schedules and any instrument amending this agreement or the Schedules;

“**Annual Balanced Budget**” means that, in each Funding Year of the term of this Agreement, the total revenues of the HSP are greater than or equal to the total expenses, from all sources, of the HSP;

“Applicable Law” means all federal, provincial or municipal laws, regulations, common law, orders, rules or by-laws that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement;

“Applicable Policy” means any rules, policies, directives, standards of practice or Program Parameters issued or adopted by the Funder, the Ministry or other ministries or agencies of the province of Ontario that are applicable to the HSP, the Services, this Agreement and the parties’ obligations under this Agreement during the term of this Agreement. Without limiting the generality of the foregoing, Applicable Policy includes the other documents identified in Schedule C;

“Board” means:

(a) in respect of an HSP that does not have a Long-Term Care Home Service Accountability Agreement with the Funder and is:

(1) a corporation, the board of directors;

(2) a First Nation, the band council; and

(3) a municipality, the municipal council;

and,

(b) in respect of an HSP that has a Long-Term Care Home Service Accountability Agreement with the Funder and may be:

(1) a corporation, the board of directors;

(2) a First Nation, the band council;

(3) a municipality, the committee of management;

(4) a board of management established by one or more municipalities or by one or more First Nations’ band councils, the members of the board of management;

“BPSAA” means the *Broader Public Sector Accountability Act, 2010* and regulations made under it, as it and they may be amended from time to time;

“Budget” means the budget approved by the Funder and appended to this Agreement in Schedule A;

“CCA” means the *Connecting Care Act, 2019*, and the regulations under it, as it and they may be amended from time to time;

“CEO” means the individual accountable to the Board for the provision of the Services in accordance with the terms of this Agreement;

“Chair” means, if the HSP is:

(a) a corporation, the Chair of the Board;

(b) a First Nation, the Chief; and

(c) a municipality, the Mayor,

or such other person properly authorized by the Board or under Applicable Law;

“Compliance Declaration” means a compliance declaration substantially in the form set out in Schedule F;

“Confidential Information” means information that is marked or otherwise identified as confidential by the disclosing party at the time the information is provided to the receiving party. Confidential Information does not include information that: (a) was known to the receiving party prior to receiving the information from the disclosing party; (b) has become publicly known through no wrongful act of the receiving party; or (c) is required to be disclosed by law, provided that the receiving party provides Notice in a timely manner of such requirement to the disclosing party, consults with the disclosing party on the proposed form and nature of the disclosure, and ensures that any disclosure is made in strict accordance with Applicable Law;

“Conflict of Interest” in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under this Agreement:

(a) the HSP;

(b) a member of the HSP’s Board; or

(c) any person employed by the HSP who has the capacity to influence the HSP’s decision,

has other commitments, relationships or financial interests that:

(a) could or could be seen to interfere with the HSP’s objective, unbiased and impartial exercise of its judgement; or

(b) could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under this Agreement;

“Controlling Shareholder” of a corporation means a shareholder who or which holds (or another person who or which holds for the benefit of such shareholder), other than by way of security only, voting securities of such corporation carrying more than 50% of the votes for the election of directors, provided that the votes carried by such securities are sufficient, if exercised, to elect a majority of the board of directors of such corporation;

“Days” means calendar days;

“Designated” means designated as a public service agency under the FLSA;

“Digital Health” refers to the use of digital and virtual tools, products, technologies, data, and services that enable improved patient experience and population health outcomes,

care quality, access, integration, coordination, and system sustainability when they are leveraged by patients, providers and integrated care teams;

“Effective Date” means April 1, 2023;

“Enabling Legislation” means the CCA;

“Explanatory Indicator” means a measure that is connected to and helps to explain performance in a Performance Indicator or a Monitoring Indicator. An Explanatory Indicator may or may not be a measure of the HSP’s performance. No Performance Target is set for an Explanatory Indicator;

“Factors Beyond the HSP’s Control” include occurrences that are, in whole or in part, caused by persons, entities or events beyond the HSP’s control. Examples may include, but are not limited to, the following:

- (a) significant costs associated with complying with new or amended Government of Ontario technical standards, guidelines, policies or legislation;
- (b) the availability of health care in the community (hospital care, long-term care, home care, and primary care);
- (c) the availability of health human resources; arbitration decisions that affect HSP employee compensation packages, including wage, benefit and pension compensation, which exceed reasonable HSP planned compensation settlement increases and in certain cases non-monetary arbitration awards that significantly impact upon HSP operational flexibility; and
- (d) catastrophic events, such as natural disasters and infectious disease outbreaks;

“FIPPA” means the *Freedom of Information and Protection of Privacy Act* (Ontario) and the regulations made under it as it and they may be amended from time to time;

“FLSA” means the *French Language Services Act* and the regulations made under it as it and they may be amended from time to time;

“Funder” means Ontario Health;

“Funding” means the amounts of money provided by the Funder to the HSP in each Funding Year of this Agreement;

“Funding Year” means in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31, and in the case of Funding Years subsequent to the first Funding Year, the period commencing on the date that is April 1 following the end of the previous Funding Year and ending on the following March 31;

“HSP’s Personnel and Volunteers” means the Controlling Shareholders (if any), directors, officers, employees, agents, volunteers and other representatives of the HSP. In addition to the foregoing, HSP’s Personnel and Volunteers shall include the

contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives;

“Identified” means identified by the Funder or the Ministry to provide French language services;

“Indemnified Parties” means the Funder and its officers, employees, directors, independent contractors, subcontractors, agents, successors and assigns and His Majesty the King in right of Ontario and His Ministers, appointees and employees, independent contractors, subcontractors, agents and assigns. Indemnified Parties also includes any person participating on behalf of the Funder in a Review;

“Interest Income” means interest earned on the Funding;

“Mandate Letter” has the meaning ascribed to it in the Memorandum of Understanding between the Ministry and the Funder, and means a letter from the Ministry to the Funder establishing priorities in accordance with the Premier’s mandate letter to the Ministry;

“Minister” means such minister of the Crown as may be designated as the responsible minister in relation to this Agreement or in relation to any subject matter under this Agreement, as the case may be, in accordance with the *Executive Council Act*, as amended;

“Ministry” means, as the context requires, the Minister or the Ministry of Health or such other ministry as may be designated in accordance with Applicable Law as the ministry responsible in relation to the relevant matter or the Minister of that ministry, as the context requires;

“Monitoring Indicator” means a measure of HSP performance that may be monitored against provincial results or provincial targets, but for which no Performance Target is set;

“MSAA Indicator Technical Specifications document” means the 2023-23 MSAA Indicator Technical Specifications document, as it may be amended or replaced from time to time;

“Notice” means any notice or other communication required to be provided pursuant to this Agreement or the Enabling Legislation;

“Ontario Health” means the corporation without share capital under the name Ontario Health as continued under the CCA;

“Performance Agreement” means an agreement between an HSP and its CEO that requires the CEO to perform in a manner that enables the HSP to achieve the terms of this Agreement and any additional performance improvement targets set out in the HSP’s annual quality improvement plan under the *Excellent Care for All Act, 2010*;

“Performance Corridor” means the acceptable range of results around a Performance Target;

“Performance Factor” means any matter that could or will significantly affect a party’s ability to fulfill its obligations under this Agreement;

“Performance Indicator” means a measure of HSP performance for which a Performance Target is set; technical specifications of specific Performance Indicators can be found in the MSAA Indicator Technical Specifications document;

“Performance Standard” means the acceptable range of performance for a Performance Indicator or a Service Volume that results when a Performance Corridor is applied to a Performance Target;

“Performance Target” means the level of performance expected of the HSP in respect of a Performance Indicator or a Service Volume;

“person or entity” includes any individual and any corporation, partnership, firm, joint venture or other single or collective form of organization under which business may be conducted;

“Planning Submission” or **“CAPS”** or **“Community Accountability Planning Submission”** means the HSP Board approved planning document submitted by the HSP to the Funder. The form, content and scheduling of the Planning Submission will be identified by the Funder;

“Program Parameter” means, in respect of a program, the provincial standards (such as operational, financial or service standards and policies, operating manuals and program eligibility), directives, guidelines and expectations and requirements for that program;

“Project Funding Agreement” means an agreement in the form of Schedule E that incorporates the terms of this Agreement and enables the Funder to provide one-time or short term funding for a specific project or service that is not already described in the Schedules;

“Reports” means the reports described in Schedule B as well as any other reports or information required to be provided under the Enabling Legislation or this Agreement;

“Review” means a financial or operational audit, investigation, inspection or other form of review requested or required by the Funder under the terms of the Enabling Legislation or this Agreement, but does not include the annual audit of the HSP’s financial statements;

“Schedule” means any one, and **“Schedules”** mean any two or more, as the context requires, of the schedules appended to this Agreement including the following:

Schedule A: Total Funder Funding;

Schedule B: Reports;

Schedule C: Directives, Guidelines & Policies;

Schedule D: Performance;

Schedule E: Project Funding Agreement Template;

Schedule F: Declaration of Compliance/Declaration of Compliance for Municipalities; and

Schedule G: Home and Community Care Services Terms and Conditions.

“Service Plan” means the Operating Plan and Budget appended as Schedules A and D2a of Schedule D;

“Services” means the care, programs, goods and other services described by reference to the Ontario Healthcare Reporting Standards functional centres in Schedule D2a of Schedule D, and in any Project Funding Agreement executed pursuant to this Agreement, and includes the type, volume, frequency and availability of the care, programs, goods and other services;

“Service Volume” means a measure of Services for which a Performance Target is set; and

“Transition Plan” means a transition plan, acceptable to the Funder that indicates how the needs of the HSP’s clients will be met following the termination of this Agreement and how the transition of the clients to new service providers will be effected in a timely manner.

- 1.2 **Interpretation.** Words in the singular include the plural and vice-versa. Words in one gender include all genders. The words “including” and “includes” are not intended to be limiting and shall mean “including without limitation” or “includes without limitation”, as the case may be. The headings do not form part of this Agreement. They are for convenience of reference only and will not affect the interpretation of this Agreement. Terms used in the Schedules shall have the meanings set out in this Agreement unless separately and specifically defined in a Schedule in which case the definition in the Schedule shall govern for the purposes of that Schedule.
- 1.3 **MSAA Indicator Technical Specification Document.** This Agreement shall be interpreted with reference to the MSAA Indicator Technical Specifications document.

ARTICLE 2 - TERM AND NATURE OF THIS AGREEMENT

- 2.1 **Term.** The term of this Agreement will commence on the Effective Date and will expire on March 31, 2024 unless terminated earlier or extended pursuant to its terms.
- 2.2 **Service Accountability Agreement.** This Agreement is a service accountability agreement for the purposes of the Enabling Legislation.

ARTICLE 3- PROVISION OF SERVICES

- 3.1 **Provision of Services.**
- (a) The HSP will provide the Services in accordance with, and otherwise comply with:
- (1) the terms of this Agreement, including the Service Plan;

- (2) Applicable Law; and
- (3) Applicable Policy.
- (b) When providing the Services, the HSP will meet the Performance Standards and conditions identified in Schedule D and any applicable Project Funding Agreements.
- (c) Unless otherwise provided in this Agreement, the HSP will not reduce, stop, start, expand, cease to provide or transfer the provision of the Services or change its Service Plan except with Notice to the Funder, and if required by Applicable Law or Applicable Policy, the prior written consent of the Funder.
- (d) The HSP will not restrict or refuse the provision of Services to an individual, directly or indirectly, based on the geographic area in which the person resides in Ontario.
- (e) The HSP will not withdraw any Services from a patient with complex needs who continues to require those Services, unless prior to discharging that patient from the Services, the HSP has made alternate arrangements for equivalent services to be delivered to that patient. Notwithstanding the foregoing, the HSP may discharge a patient with complex needs who continues to require Services if there is a significant risk that an individual providing Services to the patient will suffer serious physical harm and the HSP cannot reasonably reduce the risk so that it is no longer significant, provided that (i) prior to discharge the HSP uses reasonable efforts to make alternate arrangements for the patient, (ii) discharging the patient does not conflict with the HSP's obligations under Applicable Law and (iii) when discharging the patient and terminating Services the HSP complies with its obligations under Applicable Law.

3.2 Subcontracting for the Provision of Services.

- (a) The parties acknowledge that, subject to the provisions of the Enabling Legislation, the HSP may subcontract the provision of some or all of the Services. For the purposes of this Agreement, actions taken or not taken by the subcontractor, and Services provided by the subcontractor, will be deemed actions taken or not taken by the HSP, and Services provided by the HSP.
- (b) When entering into a subcontract the HSP agrees that the terms of the subcontract will enable the HSP to meet its obligations under this Agreement. Without limiting the foregoing, the HSP will include a provision that permits the Funder or its authorized representatives, to audit the subcontractor in respect of the subcontract if the Funder or its authorized representatives determines that such an audit would be necessary to confirm that the HSP has complied with the terms of this Agreement.
- (c) Nothing contained in this Agreement or a subcontract will create a contractual relationship between any subcontractor or its directors, officers, employees, agents, partners, affiliates or volunteers and the Funder.

- (d) When entering into a subcontract, the HSP agrees that the terms of the subcontract will enable the HSP to meet its obligations under the FLSA.

3.3 **Conflict of Interest.** The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under this Agreement, without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the Funder without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the Funder to resolve any Conflict of Interest.

3.4 **Digital Health.** The HSP shall make best efforts to:

- (a) align with, and participate in, the Funder's digital health planning, with the aim to improve data exchange and security, and use digital health to enable optimized patient experience, population health and wellbeing, and system sustainability;
- (b) assist the Funder to implement the provincial digital health plans by designing and modernizing digital health assets to optimize data sharing, exchange, privacy and security;
- (c) track the HSP's Digital Health performance against the Funder's plans and priorities;
- (d) engage with the Funder to maintain and enhance digital health assets to ensure service resilience, interoperability, security, and comply with any clinical, technical, and information management standards, including those related to data, architecture, technology, privacy and security, set for the HSP by the Funder and/or the Ministry; and
- (e) operate an information security program in alignment with reasonable guidance provided by Ontario Health.

3.5 **French Language Services.**

3.5.1 The Funder will provide the Ministry "Guide to Requirements and Obligations Relating to French Language Services" to the HSP and the HSP will fulfill its roles, responsibilities and other obligations set out therein.

3.5.2 If Not Identified or Designated. If the HSP has not been Designated or Identified it will:

- (a) develop and implement a plan to address the needs of the local Francophone community, including the provision of information on services available in French;
- (b) work towards applying the principles of Active Offer in the provision of services;
- (c) provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community; and
- (d) collect and submit to the Funder as requested by the Funder from time to time, French language service data.

3.5.3 If Identified. If the HSP is Identified it will:

- (a) work towards applying the principles of Active Offer in the provision of services;

- (b) provide services to the public in French in accordance with its existing French language services capacity;
- (c) develop, and provide to the Funder upon request from time to time, a plan to become Designated by the date agreed to by the HSP and the Funder;
- (d) continuously work towards improving its capacity to provide services in French and toward becoming Designated within the time frame agreed to by the parties;
- (e) provide a report to the Funder that outlines progress in its capacity to provide services in French and toward becoming Designated;
- (f) annually, provide a report to the Funder that outlines how it addresses the needs of its local Francophone community; and
- (g) collect and submit to the Funder, as requested by the Funder from time to time, French language services data.

3.5.4 If Designated. If the HSP is Designated it will:

- (a) apply the principles of Active Offer in the provision of services;
- (b) continue to provide services to the public in French in accordance with the provisions of the FLSA;
- (c) maintain its French language services capacity;
- (d) submit a French language implementation report to the Funder on the date specified by the Funder, and thereafter, on each anniversary of that date, or on such other dates as the Funder may, by Notice, require; and
- (e) collect and submit to the Funder as requested by the Funder from time to time, French language services data.

3.6 **Mandate Letter language.** The Funder will receive a Mandate Letter from the Ministry annually. Each Mandate Letter articulates areas of focus for the Funder, and the Ministry's expectation that the Funder and health service providers it funds will collaborate to advance these areas of focus. To assist the HSP in its collaborative efforts with the Funder, the Funder will share each relevant Mandate Letter with the HSP. The Funder may also add local obligations to Schedule D as appropriate to further advance any priorities set put in a Mandate Letter.

3.7 **Policies, Guidelines, Directives and Standards.** Either the Funder or the Ministry will give the HSP Notice of any amendments to the manuals, guidelines or policies identified in Schedule C. An amendment will be effective in accordance with the terms of the amendment. By signing a copy of this Agreement the HSP acknowledges that it has a copy of the documents identified in Schedule C.

ARTICLE 4 - FUNDING

4.1 **Funding.** Subject to the terms of this Agreement, and in accordance with the applicable provisions of the Accountability Agreement, the Funder:

- (a) will provide the funds identified in Schedule A to the HSP for the purpose of providing or ensuring the provision of the Services; and
- (b) will deposit the funds in regular instalments, once or twice monthly, over the term of this Agreement, into an account designated by the HSP provided

that the account resides at a Canadian financial institution and is in the name of the HSP.

4.2 Limitation on Payment of Funding. Despite section 4.1, the Funder:

- (a) will not provide any funds to the HSP until this Agreement is fully executed;
- (b) may pro-rate the funds identified in Schedule A to the date on which this Agreement is signed, if that date is after April 1;
- (c) will not provide any funds to the HSP until the HSP meets the insurance requirements described in section 10.4;
- (d) will not be required to continue to provide funds in the event the HSP breaches any of its obligations under this Agreement, until the breach is remedied to the Funder's satisfaction; and
- (e) upon Notice to the HSP, may adjust the amount of funds it provides to the HSP in any Funding Year based upon the Funder's assessment of the information contained in the Reports.

4.3 Appropriation. Funding under this Agreement is conditional upon an appropriation of moneys by the Legislature of Ontario to the Ministry and funding of the Funder by the Ministry pursuant to the Enabling Legislation. If the Funder does not receive its anticipated funding the Funder will not be obligated to make the payments required by this Agreement.

4.4 Additional Funding.

- (a) Unless the Funder has agreed to do so in writing, the Funder is not required to provide additional funds to the HSP for providing additional Services or for exceeding the requirements of Schedule D.
- (b) The HSP may request additional funding by submitting a proposal to amend its Service Plan. The HSP will abide by all decisions of the Funder with respect to a proposal to amend the Service Plan and will make whatever changes are requested or approved by the Funder. The Service Plan will be amended to include any approved additional funding.
- (c) **Funding Increases.** Before the Funder can make an allocation of additional funds to the HSP, the parties will:
 - (1) agree on the amount of the increase;
 - (2) agree on any terms and conditions that will apply to the increase; and
 - (3) execute an amendment to this Agreement that reflects the agreement reached.

4.5 Conditions of Funding.

- (a) The HSP will:
 - (1) fulfill all obligations in this Agreement;

- (2) use the Funding only for the purpose of providing the Services in accordance with Applicable Law, Applicable Policy and the terms of this Agreement;
 - (3) spend the Funding only in accordance with the Service Plan; and
 - (4) plan for and achieve an Annual Balanced Budget.
- (b) The Funder may add such additional terms or conditions on the use of the Funding which it considers appropriate for the proper expenditure and management of the Funding.
- (c) All Funding is subject to all Applicable Law and Applicable Policy.

4.6 **Interest.**

- (a) If the Funder provides the Funding to the HSP prior to the HSP's immediate need for the Funding, the HSP shall place the Funding in an interest bearing account in the name of the HSP at a Canadian financial institution.
- (b) Interest Income must be used, within the fiscal year in which it is received, to provide the Services.
- (c) Interest Income will be reported to the Funder and is subject to year-end reconciliation. In the event that some or all of the Interest Income is not used to provide the Services, the Funder may take one or more of the following actions:
 - (1) the Funder may deduct the amount equal to the unused Interest Income from any further Funding instalments under this or any other agreement with the HSP;
 - (2) the Funder may require the HSP to pay an amount equal to the unused Interest Income to the Ministry of Finance.

4.7 **Rebates, Credits and Refunds.** The HSP:

- (a) acknowledges that rebates, credits and refunds it anticipates receiving from the use of the Funding have been incorporated in its Budget;
- (b) agrees that it will advise the Funder if it receives any unanticipated rebates, credits and refunds from the use of the Funding, or from the use of funding received from either the Funder or the Ministry in years prior to this Agreement that was not recorded in the year of the related expenditure; and
- (c) agrees that all rebates, credits and refunds referred to in (b) will be considered Funding in the year that the rebates, credits and refunds are received, regardless of the year to which the rebates, credits and refunds relate.

4.8 **Procurement of Goods and Services.**

- (a) If the HSP is subject to the procurement provisions of the BPSAA, the HSP will abide by all directives and guidelines issued by the Management Board of Cabinet that are applicable to the HSP pursuant to the BPSAA.
- (b) If the HSP is not subject to the procurement provisions of the BPSAA, the HSP will have a procurement policy in place that requires the acquisition of supplies, equipment or services valued at over \$25,000 through a competitive process that ensures the best value for funds expended. If the HSP acquires supplies, equipment or services with the Funding it will do so through a process that is consistent with this policy.

4.9 **Disposition.** The HSP will not, without the Funder's prior written consent, sell, lease or otherwise dispose of any assets purchased with Funding, the cost of which exceeded \$25,000 at the time of purchase.

ARTICLE 5 – REPAYMENT AND RECOVERY OF FUNDING

5.1 **Repayment and Recovery.**

- (a) **At the End of a Funding Year.** If, in any Funding Year, the HSP has not spent all of the Funding the Funder will require the repayment of the unspent Funding.
- (b) **On Termination or Expiration of this Agreement.** Upon termination or expiry of this Agreement and subject to section 11.4, the Funder will require the repayment of any Funding remaining in the possession or under the control of the HSP and the payment of an amount equal to any Funding the HSP used for purposes not permitted by this Agreement. The Funder will act reasonably and will consider the impact, if any, that a recovery of Funding will have on the HSP's ability to meet its obligations under this Agreement.
- (c) **On Reconciliation and Settlement.** If the year-end reconciliation and settlement process demonstrates that the HSP received Funding in excess of its confirmed funds, the Funder will require the repayment of the excess Funding.
- (d) **As a Result of Performance Management or System Planning.** If Services are adjusted, as a result of the performance management or system planning processes, the Funder may take one or more of the following actions:
 - (1) adjust the Funding to be paid under Schedule A,
 - (2) require the repayment of excess Funding;
 - (3) adjust the amount of any future funding installments accordingly.
- (e) **In the Event of Forecasted Surpluses.** If the HSP is forecasting a surplus, the Funder may take one or more of the following actions:

- (1) adjust the amount of Funding to be paid under Schedule A,
- (2) require the repayment of excess Funding;
- (3) adjust the amount of any future funding installments accordingly.
- (f) **On the Request of the Funder.** The HSP will, at the request of the Funder, repay the whole or any part of the Funding, or an amount equal thereto if the HSP:
 - (1) has provided false information to the Funder knowing it to be false;
 - (2) breaches a term or condition of this Agreement and does not, within 30 Days after receiving Notice from the Funder take reasonable steps to remedy the breach; or
 - (3) breaches any Applicable Law that directly relates to the provision of, or ensuring the provision of, the Services.
- (g) Sections 5.1(c) and (d) do not apply to Funding already expended properly in accordance with this Agreement. The Funder will, at its sole discretion, and without liability or penalty, determine whether the Funding has been expended properly in accordance with this Agreement.

5.2 **Provision for the Recovery of Funding.** The HSP will make reasonable and prudent provision for the recovery by the Funder of any Funding for which the conditions of Funding set out in section 4.5 are not met and will hold this Funding in accordance with the provisions of section 4.6 until such time as reconciliation and settlement has occurred with the Funder. Interest earned on Funding will be reported and recovered in accordance with section 4.6.

5.3 **Process for Recovery of Funding.** If the Funder, acting reasonably, determines that a recovery of Funding under section 5.1 is appropriate, then the Funder will give 30 Days' Notice to the HSP.

The Notice will describe:

- (a) the amount of the proposed recovery;
- (b) the term of the recovery, if not permanent;
- (c) the proposed timing of the recovery;
- (d) the reasons for the recovery; and
- (e) the amendments, if any, that the Funder proposes be made to the HSP's obligations under this Agreement.

Where the HSP disputes any matter set out in the Notice, the parties will discuss the circumstances that resulted in the Notice and the HSP may make representations to the Funder about the matters set out in the Notice within 14 Days of receiving the Notice.

The Funder will consider the representations made by the HSP and will advise the HSP of its decision. Funding recoveries, if any, will occur in accordance with the timing set out

in the Funder's decision. No recovery of Funding will be implemented earlier than 30 Days after the delivery of the Notice.

- (a) Settlement and Recovery of Funding for Prior Years.
 - (1) The HSP acknowledges that settlement and recovery of Funding can occur up to 7 years after the provision of Funding.
- (b) Recognizing the transition of responsibilities from the Ministry to the Funder, the HSP agrees that if the parties are directed in writing to do so by the Ministry, the Funder will settle and recover funding provided by the Ministry to the HSP prior to the transition of the Funding for the Services to the Funder, provided that such settlement and recovery occurs within 7 years of the provision of the funding by the Ministry. All such settlements and recoveries will be subject to the terms applicable to the original provision of Funding.

5.4 Debt Due.

- a) If the Funder requires the re-payment by the HSP of any Funding, the amount required will be deemed to be a debt owing to the Crown by the HSP. The Funder may adjust future funding instalments to recover the amounts owed or may, at its discretion direct the HSP to pay the amount owing to the Crown and the HSP shall comply immediately with any such direction.
- b) All amounts repayable to the Crown will be paid by cheque payable to the "Ontario Minister of Finance" and mailed or delivered to the Funder at the address provided in section 12.1.

5.5 **Interest Rate.** The Funder may charge the HSP interest on any amount owing by the HSP at the then current interest rate charged by the Province of Ontario on accounts receivable.

ARTICLE 6 - PLANNING & INTEGRATION

6.1 Planning for Future Years.

- (a) **Advance Notice.** The Funder will give at least 60 Days' Notice to the HSP of the date by which a CAPS must be submitted to the Funder.
- (b) **Multi-Year Planning.** The CAPS will be in a form acceptable to the Funder and may be required to incorporate:
 - (1) prudent multi-year financial forecasts;
 - (2) plans for the achievement of Performance Targets; and
 - (3) realistic risk management strategies.

If the Funder has provided multi-year planning targets for the HSP, the CAPS will reflect the planning targets.

- (c) **Multi-year Planning Targets.** Schedule A may reflect an allocation for the first Funding Year of this Agreement as well as planning targets for up to two additional years, consistent with the term of this Agreement. In such an event,
 - (1) the HSP acknowledges that if it is provided with planning targets, these targets:
 - a. are targets only,
 - b. are provided solely for the purposes of planning,
 - c. are subject to confirmation, and
 - d. may be changed at the discretion of the Funder in consultation with the HSP.

The HSP will proactively manage the risks associated with multi-year planning and the potential changes to the planning targets; and

 - (2) the Funder agrees that it will communicate any changes to the planning targets as soon as reasonably possible.
- (d) **Service Accountability Agreements.** The HSP acknowledges that if the Funder and the HSP enter into negotiations for a subsequent service accountability agreement, subsequent funding may be interrupted if the next service accountability agreement is not executed on or before the expiration date of this Agreement.

6.2 Community Engagement & Integration Activities.

- (a) **Community Engagement.** The HSP will engage the community of diverse persons and entities in the area where it provides health services when setting priorities for the delivery of health services and when developing plans for submission to the Funder including but not limited to CAPS and integration proposals. As part of its community engagement activities, the HSPs will have in place and utilize effective mechanisms for engaging families, caregivers, clients, residents, patients and other individuals who use the services of the HSP, to help inform the HSP plans.
- (b) **Integration.** The HSP will, separately and in conjunction with the Funder, other health service providers, if applicable, and integrated care delivery systems, if applicable, identify opportunities to integrate the services of the health system to provide appropriate, coordinated, effective and efficient services.
- (c) **Reporting.** The HSP will report on its community engagement and integration activities, using any templates provided by the Funder, as requested by the Funder and in any event, in its year-end report to the Funder.

6.3 Planning and Integration Activity Pre-proposals.

- (a) **General.** A pre-proposal process has been developed to: (A) reduce the costs incurred by an HSP when proposing operational or service changes;

(B) assist the HSP to carry out its statutory obligations; and (C) enable an effective and efficient response by the Funder. Subject to specific direction from the Funder, this pre-proposal process will be used in the following instances:

- (1) the HSP is considering an integration or an integration of services, as defined in the Enabling Legislation between the HSP and another person or entity;
- (2) the HSP is proposing to reduce, stop, start, expand or transfer the location of services, which for certainty includes: the transfer of services from the HSP to another person or entity anywhere; and the relocation or transfer of services from one of the HSP's sites to another of the HSP's sites anywhere;
- (3) to identify opportunities to integrate the services of the health system, other than those identified in (A) or (B) above; or
- (4) if requested by the Funder.

- (b) **Funder Evaluation of the Pre-proposal.** Use of the pre-proposal process is not formal Notice of a proposed integration under the Enabling Legislation. Funder consent to develop the project concept outlined in a pre-proposal does not constitute approval to proceed with the project. Nor does the Funder consent to develop a project concept presume the issuance of a favourable decision, should such a decision be required by the Enabling Legislation. Following the Funder's review and evaluation, the HSP may be invited to submit a detailed proposal and a business plan for further analysis. Guidelines for the development of a detailed proposal and business case will be provided by the Funder.

- 6.4 **Proposing Integration Activities in the Planning Submission.** No integration activity described in section 6.3 may be proposed in a CAPS unless the Funder has consented, in writing, to its inclusion pursuant to the process set out in section 6.3(b).

ARTICLE 7 - PERFORMANCE

- 7.1 **Performance.** The parties will strive to achieve on-going performance improvement. They will address performance improvement in a proactive, collaborative and responsive manner.

7.2 **Performance Factors.**

- (a) Each party will notify the other party of the existence of a Performance Factor, as soon as reasonably possible after the party becomes aware of the Performance Factor. The Notice will:
- (1) describe the Performance Factor and its actual or anticipated impact;
 - (2) include a description of any action the party is undertaking, or plans to undertake, to remedy or mitigate the Performance Factor;

- (3) indicate whether the party is requesting a meeting to discuss the Performance Factor; and
- (4) address any other issue or matter the party wishes to raise with the other party.
- (b) The recipient party will provide a written acknowledgment of receipt of the Notice within 7 Days of the date on which the Notice was received ("Date of the Notice").
- (c) Where a meeting has been requested under paragraph 7.2(a)(3), the parties agree to meet and discuss the Performance Factors within 14 Days of the Date of the Notice, in accordance with the provisions of section 7.3.

7.3 Performance Meetings. During a meeting on performance, the parties will:

- (a) discuss the causes of a Performance Factor;
- (b) discuss the impact of a Performance Factor on the health system and the risk resulting from non-performance; and
- (c) determine the steps to be taken to remedy or mitigate the impact of the Performance Factor (the "Performance Improvement Process").

7.4 The Performance Improvement Process.

- (a) The Performance Improvement Process will focus on the risks of non-performance and problem-solving. It may include one or more of the following actions:
 - (1) a requirement that the HSP develop and implement an improvement plan that is acceptable to the Funder;
 - (2) the conduct of a Review;
 - (3) an amendment of the HSP's obligations;
 - (4) an in-year, or year-end, adjustment to the Funding,
 among other possible means of responding to the Performance Factor or improving performance.
- (b) Any performance improvement process begun under a prior service accountability agreement that was not completed under the prior agreement will continue under this Agreement. Any performance improvement required by a Funder under a prior service accountability agreement will be deemed to be a requirement of this Agreement until fulfilled or waived by the Funder.

7.5 Factors Beyond the HSP's Control. Despite the foregoing, if the Funder, acting reasonably, determines that the Performance Factor is, in whole or in part, a Factor Beyond the HSP's Control:

- (a) the Funder will collaborate with the HSP to develop and implement a mutually agreed upon joint response plan which may include an amendment of the HSP's obligations under this Agreement;

- (b) the Funder will not require the HSP to prepare an Improvement Plan; and
- (c) the failure to meet an obligation under this Agreement will not be considered a breach of this Agreement to the extent that failure is caused by a Factor Beyond the HSP's Control.

ARTICLE 8 – REPORTING, ACCOUNTING AND REVIEW

8.1 Reporting.

- (a) **Generally.** The Funder's ability to enable the health system to provide appropriate, co-ordinated, effective and efficient health services, is heavily dependent on the timely collection and analysis of accurate information. The HSP acknowledges that the timely provision of accurate information related to the HSP, and its performance of its obligations under this Agreement, is under the HSP's control.
- (b) **Specific Obligations.** The HSP:
 - (1) will provide to the Funder, or to such other entity as the Funder may direct, in the form and within the time specified by the Funder, the Reports, other than personal health information as defined in the Enabling Legislation, that the Funder requires for the purposes of exercising its powers and duties under this Agreement, the Accountability Agreement, the Enabling Legislation or for the purposes that are prescribed under any Applicable Law;
 - (2) will fulfil the specific reporting requirements set out in Schedule B;
 - (3) will ensure that every Report is complete, accurate, signed on behalf of the HSP by an authorized signing officer where required and provided in a timely manner and in a form satisfactory to the Funder;
 - (4) agrees that every Report submitted to the Funder by or on behalf of the HSP, will be deemed to have been authorized by the HSP for submission.

For certainty, nothing in this section 8.1 or in this Agreement restricts or otherwise limits the Funder's right to access or to require access to personal health information as defined in the Enabling Legislation, in accordance with Applicable Law for purposes of carrying out the Funder's statutory objects to achieve the purposes of the Enabling Legislation.

- (c) **French Language Services.** If the HSP is required to provide services to the public in French under the provisions of the FLSA, the HSP will be required to submit a French language services report to the Funder. If the HSP is not required to provide services to the public in French under the provisions of the FLSA, it will be required to provide a report to the Funder that outlines how the HSP addresses the needs of its local Francophone community.
- (d) **CEO Changes.** The HSP will immediately notify the Funder if it becomes aware that the HSP's CEO will depart the organization.

- (e) **Declaration of Compliance.** Within 90 Days of the HSP's fiscal year-end, the Board will issue a Compliance Declaration declaring that the HSP has complied with the terms of this Agreement. The form of the declaration is set out in Schedule F and may be amended by the Funder from time to time through the term of this Agreement.
- (f) **Financial Reductions.** Notwithstanding any other provision of this Agreement, and at the discretion of the Funder, the HSP may be subject to a financial reduction in any of the following circumstances:
 - (1) its CAPS is received after the due date;
 - (2) its CAPS is incomplete;
 - (3) the quarterly performance reports are not provided when due; or
 - (4) financial or clinical data requirements are late, incomplete or inaccurate, where the errors or delay were not as a result of Funder actions or inaction or the actions or inactions of persons acting on behalf of the Funder. If assessed, the financial reduction will be as follows:
 - (1) if received within 7 Days after the due date, incomplete or inaccurate, the financial penalty will be the greater of (1) a reduction of 0.02 percent (0.02%) of the Funding; or (2) two hundred and fifty dollars (\$250.00); and
 - (2) for every full or partial week of non-compliance thereafter, the rate will be one half of the initial reduction.

8.2 **Reviews.**

- (a) During the term of this Agreement and for 7 years after the term of this Agreement, the HSP agrees that the Funder or its authorized representatives may conduct a Review of the HSP to confirm the HSP's fulfillment of its obligations under this Agreement. For these purposes the Funder or its authorized representatives may, upon 24 hours' Notice to the HSP and during normal business hours enter the HSP's premises to:
 - (1) inspect and copy any financial records, invoices and other finance-related documents, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding or otherwise to the Services; and
 - (2) inspect and copy non-financial records, other than personal health information as defined in the Enabling Legislation, in the possession or under the control of the HSP which relate to the Funding, the Services or otherwise to the performance of the HSP under this Agreement.
- (b) The cost of any Review will be borne by the HSP if the Review: (1) was made necessary because the HSP did not comply with a requirement under the Enabling Legislation or this Agreement; or (2) indicates that the HSP has not fulfilled its obligations under this Agreement, including its obligations under Applicable Law and Applicable Policy.
- (c) To assist in respect of the rights set out in (a) above, the HSP shall disclose any information requested by the Funder or its authorized representatives

and shall do so in a form requested by the Funder or its authorized representatives.

- (d) The HSP may not commence a proceeding for damages or otherwise against any person with respect to any act done or omitted to be done, any conclusion reached or report submitted that is done in good faith in respect of a Review.

8.3 Document Retention and Record Maintenance. The HSP will

- (a) retain all records (as that term is defined in FIPPA) related to the HSP's performance of its obligations under this Agreement for 7 years after the termination or expiration of the term of this Agreement;
- (b) keep all financial records, invoices and other finance-related documents relating to the Funding or otherwise to the Services in a manner consistent with either generally accepted accounting principles or international financial reporting standards as advised by the HSP's auditor; and
- (c) keep all non-financial documents and records relating to the Funding or otherwise to the Services in a manner consistent with all Applicable Law.

8.4 Disclosure of Information.

- (a) **FIPPA.** The HSP acknowledges that the Funder is bound by FIPPA and that any information provided to the Funder in connection with this Agreement may be subject to disclosure in accordance with FIPPA.
- (b) **Confidential Information.** The parties will treat Confidential Information as confidential and will not disclose Confidential Information except with the consent of the disclosing party or as permitted or required under FIPPA or the *Personal Health Information Protection Act, 2004*, the Enabling Legislation, court order, subpoena or other Applicable Law. Notwithstanding the foregoing, the Funder may disclose information that it collects under this Agreement in accordance with the Enabling Legislation.

8.5 Transparency. The HSP will post a copy of this Agreement and each Compliance Declaration submitted to the Funder during the term of this Agreement in a conspicuous

and easily accessible public place at its sites of operations to which this Agreement applies and on its public website, if the HSP operates a public website.

- 8.6 **Auditor General.** For greater certainty the Funder's rights under this article are in addition to any rights provided to the Auditor General under the *Auditor General Act* (Ontario).

ARTICLE 9- REPRESENTATIONS, WARRANTIES AND COVENANTS

- 9.1 **General.** The HSP represents, warrants and covenants that:

- (a) it is, and will continue for the term of this Agreement to be, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has the experience and expertise necessary to carry out the Services;
- (c) it holds all permits, licenses, consents, intellectual property rights and authorities necessary to perform its obligations under this Agreement;
- (d) all information (including information relating to any eligibility requirements for Funding) that the HSP provided to the Funder in support of its request for Funding was true and complete at the time the HSP provided it, and will, subject to the provision of Notice otherwise, continue to be true and complete for the term of this Agreement; and
- (e) it does, and will continue for the term of this Agreement to, operate in compliance with all Applicable Law and Applicable Policy, including observing where applicable, the requirements of the *Corporations Act* or successor legislation and the HSP's by-laws in respect of, but not limited to, the holding of board meetings, the requirements of quorum for decision-making, the maintenance of minutes for all board and committee meetings and the holding of members' meetings.

- 9.2 **Execution of Agreement.** The HSP represents and warrants that:

- (a) it has the full power and authority to enter into this Agreement; and
- (b) it has taken all necessary actions to authorize the execution of this Agreement.

- 9.3 **Governance.**

- (a) The HSP represents, warrants and covenants that it has established, and will maintain for the period during which this Agreement is in effect, policies and procedures:
 - (1) that set out a code of conduct for, and that identify the ethical responsibilities for all persons at all levels of the HSP's organization;
 - (2) to ensure the ongoing effective functioning of the HSP;
 - (3) for effective and appropriate decision-making;

- (4) for effective and prudent risk-management, including the identification and management of potential, actual and perceived conflicts of interest;
 - (5) for the prudent and effective management of the Funding;
 - (6) to monitor and ensure the accurate and timely fulfillment of the HSP's obligations under this Agreement and compliance with the Enabling Legislation;
 - (7) to enable the preparation, approval and delivery of all Reports;
 - (8) to address complaints about the provision of Services, the management or governance of the HSP; and
 - (9) to deal with such other matters as the HSP considers necessary to ensure that the HSP carries out its obligations under this Agreement.
- (b) The HSP represents and warrants that:
- (1) it has, or will have within 60 Days of the execution of this Agreement, a Performance Agreement with its CEO that ties a reasonable portion of the CEO's compensation plan to the CEO's performance;
 - (2) it will take all reasonable care to ensure that its CEO complies with the Performance Agreement;
 - (3) it will enforce the HSP's rights under the Performance Agreement; and
 - (4) a reasonable portion of any compensation award provided to the CEO during the term of this Agreement will be pursuant to an evaluation of the CEO's performance under the Performance Agreement and the CEO's achievement of performance goals and performance improvement targets and in compliance with Applicable Law.

"compensation award", for the purposes of Section 9.3(b)(4) above, means all forms of payment, benefits and perquisites paid or provided, directly or indirectly, to or for the benefit of a CEO who performs duties and functions that entitle him or her to be paid.

9.4 **Funding, Services and Reporting.** The HSP represents warrants and covenants that

- (a) the Funding is, and will continue to be, used only to provide the Services in accordance with the terms of this Agreement;
- (b) the Services are and will continue to be provided:
 - (1) by persons with the expertise, professional qualifications, licensing and skills necessary to complete their respective tasks; and
 - (2) in compliance with Applicable Law and Applicable Policy; and
- (c) every Report is accurate and in full compliance with the provisions of this Agreement, including any particular requirements applicable to the Report and any material change to a Report will be communicated to the Funder immediately.

- 9.5 **Supporting Documentation.** Upon request, the HSP will provide the Funder with proof of the matters referred to in this Article.

ARTICLE 10 – LIMITATION OF LIABILITY, INDEMNITY & INSURANCE

- 10.1 **Limitation of Liability.** The Indemnified Parties will not be liable to the HSP or any of the HSP's Personnel and Volunteers for costs, losses, claims, liabilities and damages howsoever caused arising out of or in any way related to the Services or otherwise in connection with this Agreement, unless caused by the negligence or wilful act of any of the Indemnified Parties.
- 10.2 **Ibid.** For greater certainty and without limiting section 10.1, the Funder is not liable for how the HSP and the HSP's Personnel and Volunteers carry out the Services and is therefore not responsible to the HSP for such Services. Moreover, the Funder is not contracting with or employing any HSP's Personnel and Volunteers to carry out the terms of this Agreement. As such, it is not liable for contracting with, employing or terminating a contract with or the employment of any HSP's Personnel and Volunteers required to carry out this Agreement, nor for the withholding, collection or payment of any taxes, premiums, contributions or any other remittances due to government for the HSP's Personnel and Volunteers required by the HSP to carry out this Agreement.
- 10.3 **Indemnification.** The HSP hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant costs), causes of action, actions, claims, demands, lawsuits or other proceedings (collectively, the "Claims"), by whomever made, sustained, brought or prosecuted (including for third party bodily injury (including death), personal injury and property damage), in any way based upon, occasioned by or attributable to anything done or omitted to be done by the HSP or the HSP's Personnel and Volunteers, in the course of the performance of the HSP's obligations under, or otherwise in connection with, this Agreement, unless caused by the negligence or willful misconduct of any Indemnified Parties.
- 10.4 **Insurance.**
- (a) **Generally.** The HSP shall protect itself from and against all Claims that might arise from anything done or omitted to be done by the HSP and the HSP's Personnel and Volunteers under this Agreement and more specifically all Claims that might arise from anything done or omitted to be done under this Agreement where bodily injury (including personal injury), death or property damage, including loss of use of property is caused.
 - (b) **Required Insurance.** The HSP will put into effect and maintain, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all necessary and appropriate insurance that a prudent person in the business of the HSP would maintain, including, but not limited to, the following at its own expense:
 - (1) Commercial General Liability Insurance, for third party bodily injury, personal injury and property damage to an inclusive limit of not less

than 2 million dollars per occurrence and not less than 2 million dollars products and completed operations aggregate. The policy will include the following clauses:

- a. The Indemnified Parties as additional insureds;
- b. Contractual Liability;
- c. Cross-Liability;
- d. Products and Completed Operations Liability;
- e. Employers Liability and Voluntary Compensation unless the HSP complies with the Section below entitled "Proof of WSIA Coverage";
- f. Tenants Legal Liability; (for premises/building leases only);
- g. Non-Owned automobile coverage with blanket contractual coverage for hired automobiles; and
- h. A 30-Day written notice of cancellation, termination or material change.

(2) **Proof of WSIA Coverage.** Unless the HSP puts into effect and maintains Employers Liability and Voluntary Compensation as set out above, the HSP will provide the Funder with a valid *Workplace Safety and Insurance Act, 1997* ("WSIA") Clearance Certificate and any renewal replacements, and will pay all amounts required to be paid to maintain a valid WSIA Clearance Certificate throughout the term of this Agreement.

(3) All Risk Property Insurance on property of every description, for the term, providing coverage to a limit of not less than the full replacement cost, including earthquake and flood. All reasonable deductibles and self-insured retentions are the responsibility of the HSP.

(4) Comprehensive Crime insurance, Disappearance, Destruction and Dishonest coverage.

(5) Errors and Omissions Liability Insurance insuring liability for errors and omissions in the provision of any professional services as part of the Services or failure to perform any such professional services, in the amount of not less than two million dollars per claim and in the annual aggregate.

(c) **Certificates of Insurance.** The HSP will provide the Funder with proof of the insurance required by this Agreement in the form of a valid certificate of insurance that references this Agreement and confirms the required coverage, on or before the commencement of this Agreement, and renewal replacements on or before the expiry of any such insurance. Upon the request of the Funder, a copy of each insurance policy shall be made available to it. The HSP shall ensure that each of its subcontractors obtains all the necessary and appropriate insurance that a prudent person in the business of the subcontractor would maintain and that the Indemnified Parties are named as additional insureds with respect to any liability arising in the course of performance of the subcontractor's obligations under the subcontract.

ARTICLE 11 - TERMINATION AND EXPIRY OF AGREEMENT

11.1 Termination by the Funder.

- (a) **Without Cause.** The Funder may terminate this Agreement at any time, for any reason, upon giving at least 60 Days' Notice to the HSP.
- (b) **Where No Appropriation.** If, as provided for in section 4.3, the Funder does not receive the necessary funding from the Ministry, the Funder may terminate this Agreement immediately by giving Notice to the HSP.
- (c) **For Cause.** The Funder may terminate all or part of this Agreement immediately upon giving Notice to the HSP if:
 - (1) in the opinion of the Funder:
 - a. the HSP has knowingly provided false or misleading information regarding its funding request or in any other communication with the Funder;
 - b. the HSP breaches any material provision of this Agreement;
 - c. the HSP is unable to provide or has discontinued all or part of the Services; or
 - d. it is not reasonable for the HSP to continue to provide all or part of the Services;
 - (2) the nature of the HSP's business, or its corporate status, changes so that it no longer meets the applicable eligibility requirements of the program under which the Funder provides the Funding;
 - (3) the HSP makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver; or
 - (4) the HSP ceases to carry on business.
- (d) **Material Breach.** A breach of a material provision of this Agreement includes, but is not limited to:
 - (1) misuse of Funding;
 - (2) a failure or inability to provide the Services as set out in the Service Plan;
 - (3) a failure to provide the Compliance Declaration;
 - (4) a failure to implement, or follow, a Performance Agreement, one or more material requirements of a Performance Improvement Process or of a Transition Plan;
 - (5) a failure to respond to Funder requests in a timely manner;
 - (6) a failure to: A) advise the Funder of actual, potential or perceived Conflict of Interest; or B) comply with any requirements prescribed by the Funder to resolve a Conflict of Interest; and
 - (7) a Conflict of Interest that cannot be resolved.

- (e) **Transition Plan.** In the event of termination by the Funder pursuant to this section, the Funder and the HSP will develop a Transition Plan. The HSP agrees that it will take all actions, and provide all information, required by the Funder to facilitate the transition of the HSP's clients.

11.2 Termination by the HSP.

- (a) The HSP may terminate this Agreement at any time, for any reason, upon giving 6 months' Notice (or such shorter period as may be agreed by the HSP and the Funder) to the Funder provided that the Notice is accompanied by:
 - (1) satisfactory evidence that the HSP has taken all necessary actions to authorize the termination of this Agreement; and
 - (2) a Transition Plan, acceptable to the Funder, that indicates how the needs of the HSP's clients will be met following the termination and how the transition of the clients to new service providers will be effected within the six-month Notice period.
- (b) In the event that the HSP fails to provide an acceptable Transition Plan, the Funder may reduce Funding payable to the HSP prior to termination of this Agreement to compensate the Funder for transition costs.

11.3 Opportunity to Remedy.

- (a) **Opportunity to Remedy.** If the Funder considers that it is appropriate to allow the HSP an opportunity to remedy a breach of this Agreement, the Funder may give the HSP an opportunity to remedy the breach by giving the HSP Notice of the particulars of the breach and of the period of time within which the HSP is required to remedy the breach. The Notice will also advise the HSP that the Funder may terminate this Agreement:
 - (1) at the end of the Notice period provided for in the Notice if the HSP fails to remedy the breach within the time specified in the Notice; or
 - (2) prior to the end of the Notice period provided for in the Notice if it becomes apparent to the Funder that the HSP cannot completely remedy the breach within that time or such further period of time as the Funder considers reasonable, or the HSP is not proceeding to remedy the breach in a way that is satisfactory to the Funder.
- (b) **Failure to Remedy.** If the Funder has provided the HSP with an opportunity to remedy the breach, and:
 - (1) the HSP does not remedy the breach within the time period specified in the Notice;
 - (2) it becomes apparent to the Funder that the HSP cannot completely remedy the breach within the time specified in the Notice or such further period of time as the Funder considers reasonable; or
 - (3) the HSP is not proceeding to remedy the breach in a way that is satisfactory to the Funder,

then the Funder may immediately terminate this Agreement by giving Notice of termination to the HSP.

11.4 **Consequences of Termination.** If this Agreement is terminated pursuant to this Article, the Funder may:

- (a) cancel all further Funding instalments;
- (b) demand the repayment of any Funding remaining in the possession or under the control of the HSP;
- (c) through consultation with the HSP, determine the HSP's reasonable costs to wind down the Services; and
- (d) permit the HSP to offset the costs determined pursuant to section (c), against the amount owing pursuant to section (b).

11.5 **Effective Date.** Termination under this Article will take effect as set out in the Notice.

11.6 **Corrective Action.** Despite its right to terminate this Agreement pursuant to this Article, the Funder may choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the Funder determines, to ensure the successful completion of the Services in accordance with the terms of this Agreement.

11.7 **Expiry of Agreement.** If the HSP intends to allow this Agreement to expire at the end of its term, the HSP will provide 6 months' Notice (or such shorter period as may be agreed by the HSP and the Funder) to the Funder, along with a Transition Plan, acceptable to the Funder, that indicates how the needs of the HSP's clients will be met following the expiry and how the transition of the clients to new service providers will be effected within the 6-month Notice period.

11.8 **Failure to Provide Notice of Expiry.** If the HSP fails to provide the required 6 months' Notice that it intends to allow this Agreement to expire, or fails to provide a Transition Plan along with any such Notice, this Agreement shall automatically be extended and the HSP will continue to provide the Services under this Agreement for so long as the Funder may reasonably require to enable all clients of the HSP to transition to new service providers.

ARTICLE 12 - NOTICE

12.1 **Notice.** A Notice will be in writing; delivered personally, by pre-paid courier, by any form of mail where evidence of receipt is provided by the post office, or by facsimile with confirmation of receipt, or by email where no delivery failure notification has been received. For certainty, delivery failure notification includes an automated 'out of office' notification. A Notice will be addressed to the other party as provided below or as either party will later designate to the other in writing:

To the Funder:

Ontario Health
525 University Avenue, 5th Floor
Toronto ON, M5G 2L3

Attn: Chief Regional Officer, Toronto and East

Email: OH-East_Submissions@ontariohealth.ca

To the HSP:

Corporation of the County of Renfrew
470 Albert Street
Renfrew, ON K7V 4L5

Attn: Director of Long-Term Care

Email: MBlackmore@countyofrenfrew.on.ca

- 12.2 **Notices Effective From.** A Notice will be deemed to have been duly given 1 business day after delivery if the Notice is delivered personally, by pre-paid courier or by mail. A Notice that is delivered by facsimile with confirmation of receipt or by email where no delivery failure notification has been received will be deemed to have been duly given 1 business day after the facsimile or email was sent.

ARTICLE 13 – ADDITIONAL PROVISIONS

- 13.1 **Interpretation.** In the event of a conflict or inconsistency in any provision of this Agreement, the main body of this Agreement will prevail over the Schedules.
- 13.2 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.
- 13.3 **Waiver.** A party may only rely on a waiver of the party's failure to comply with any term of this Agreement if the other party has provided a written and signed Notice of waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.
- 13.4 **Parties Independent.** The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by

any agreements, warranties or representations made by the other party to any other person or entity, nor with respect to any other action of the other party.

- 13.5 **Funder is an Agent of the Crown.** The parties acknowledge that the Funder is an agent of the Crown and may only act as an agent of the Crown in accordance with the provisions of the Enabling Legislation. Notwithstanding anything else in this Agreement, any express or implied reference to the Funder providing an indemnity or any other form of indebtedness or contingent liability that would directly or indirectly increase the indebtedness or contingent liabilities of the Funder or of Ontario, whether at the time of execution of this Agreement or at any time during the term of this Agreement, will be void and of no legal effect.
- 13.6 **Express Rights and Remedies Not Limited.** The express rights and remedies of the Funder are in addition to and will not limit any other rights and remedies available to the Funder at law or in equity. For further certainty, the Funder has not waived any provision of any applicable statute, including the Enabling Legislation, nor the right to exercise its rights under these statutes at any time.
- 13.7 **No Assignment.** The HSP will not assign this Agreement or the Funding in whole or in part, directly or indirectly, without the prior written consent of the Funder. No assignment or subcontract shall relieve the HSP from its obligations under this Agreement or impose any liability upon the Funder to any assignee or subcontractor. The Funder may assign this Agreement or any of its rights and obligations under this Agreement to any one or more agencies or ministries of His Majesty the King in right of Ontario and as otherwise directed by the Ministry.
- 13.8 **Governing Law.** This Agreement and the rights, obligations and relations of the parties hereto will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Any litigation arising in

connection with this Agreement will be conducted in Ontario unless the parties agree in writing otherwise.

- 13.9 **Survival.** The provisions in Articles 1.0, 5.0, 8.0, 9.5, 10.0, 12.0, 13.0 and 14.0 will continue in full force and effect for a period of seven years from the date of expiry or termination of this Agreement.
- 13.10 **Further Assurances.** The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 13.11 **Amendment of Agreement.** This Agreement may only be amended by a written agreement duly executed by the parties.
- 13.12 **Counterparts.** This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.
- 13.13 **Insignia and Logos.** The HSP shall not use any insignia or logo of His Majesty the King in right of Ontario, including those of the Funder, unless it has received the prior written permission of the Funder to do so.

ARTICLE 14 - ENTIRE

- 14.1 **Entire Agreement.** This Agreement forms the entire Agreement between the parties and supersedes all prior oral or written representations and agreements, except that where the Funder has provided Funding to the HSP pursuant to the April 1, 2019-March 31, 2022 Multi-Sector Accountability Agreement, or amendment thereto, or a prior multi-sector accountability agreement, or amendment thereto, between the HSP and a local health integration network or Funder or to this Agreement, whether by Project Funding Agreement or otherwise, and an amount of Funding for the same purpose is set out in the Schedules, that Funding is subject to all of the terms and conditions on which funding for that purpose was initially provided, unless those terms and conditions have been superseded by any terms or conditions of this Agreement or by the MSAA Indicator Technical Specifications document, or unless they conflict with Applicable Law or Applicable Policy.

-SIGNATURE PAGE FOLLOWS-

The parties have executed this Agreement on the dates set out below.

ONTARIO HEALTH

By:

Anna Greenberg,
Chief Regional Officer, Toronto and East

Date

And by:

Eric Partington,
Vice President, Performance, Accountability,
and Funding Allocation, Ontario Health (East)

Date

CORPORATION OF THE COUNTY OF RENFREW

By:

Craig Kelley,
Chief Administrative Officer/
Clerk of the County of Renfrew

Date

I have authority to bind the HSP

And by:

Peter Emon,
Warden

Date

I have authority to bind the HSP

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule A: Total Funder Funding

Ontario Health Program: Revenue & Expenses	Row #	Account: Financial (F) Reference OHRS VERSION 12.0	2023-2024 Plan Target
REVENUE			
Global Base Allocation	1	F 11006	\$496,973
MOHLTC Base Allocation	2	F 11010	\$0
MOHLTC Other funding envelopes	3	F 11014	\$0
Ontario Health One Time	4	F 11008 & 11009	\$0
MOHLTC One Time	5	F 11012	\$0
Paymaster Flow Through (Row 79)	6	F 11019	\$0
Service Recipient Revenue	7	F 11050 to 11090	\$153,000
Subtotal Revenue Ontario Health/MOHLTC	8	Sum of Rows 1 to 7	\$649,973
Recoveries from External/Internal Sources	9	F 12*, [excl. F 1217*, 1219*, 122*]	\$0
Donations	10	F 131*, & 151*	\$0
Other Funding Sources & Other Revenue	11	F 130* to 190*, 110*, [excl. F 11006, 11008 to 11010, 11012, 11014, 11019, 11050 to 11090, 131*, 140*, 141*, 151*]	\$0
Subtotal Other Revenues	12	Sum of Rows 9 to 11	\$0
TOTAL REVENUE FUND TYPE 2	13	Sum of Rows 8 and 12	\$649,973
EXPENSES			
Compensation			
Salaries (Worked hours + Benefit hours cost) (Row 90+101)	14	F 31010, 31030, 31090, 35010, 35030, 35090	\$306,091
Benefit Contributions (Row 91+102)	15	F 31040 to 31085, 35040 to 35085, 38040 to 38085, 39040 to 39085	\$71,437
Employee Future Benefit Compensation	16	F 305*	\$0
Physician Compensation (Row 128)	17	F 39010, 39030, 39090	\$0
Physician Assistant Compensation (Row 129)	18	F 39010, 39030, 39090	\$0
Nurse Practitioner Compensation (Row 130)	19	F 38010, 38030, 38090	\$0
Physiotherapist Compensation (Row 131)	20	F 31010, 31030, 31090, 35010, 35030, 35090	\$0
Chiropractor Compensation (Row 132)	21	F 31010, 31030, 31090, 35010, 35030, 35090	\$0
All Other Medical Staff Compensation (Row 133)	22	F 39095	\$0
Sessional Fees	23	F 39092	\$0
Service Costs			
Med/Surgical Supplies & Drugs	24	F 460*, 465*, 560*, 565* [excl. F 46080]	\$0
Supplies & Sundry Expenses	25	F 4*, 5*, 6*, [excl. F 460*, 465*, 560*, 565*, 69596, 69571, 72000, 62800, 45100, 69700]	\$198,728
Community One Time Expense	26	F 69596	\$0
Personal Protective Equipment Expense	27	F 46080	\$0
Equipment Expenses	28	F 7*, [excl. F 750*, 780*]	\$0
Contracted Out Expense	29	F 8*	\$13,728
Buildings & Grounds Expenses	30	F 9*, [excl. F 950*]	\$59,989
TOTAL EXPENSES FUND TYPE 2	31	Sum of Rows 14 to 30	\$649,973
FUND TYPE 2 - NET SURPLUS/(DEFICIT) FROM OPERATIONS	32	Row 13 minus Row 31	\$0
Amortization - Grants/Donations Revenue	33	F 141*	\$0
Amortization - Major Equip, Software License & Fees	34	F 750*, 780*	\$0
Amortization - Building	35	F 950*	\$0
NET SURPLUS/(DEFICIT) Incl. Amortization	36	Sum of Rows 33 to 35	\$0
FUND TYPE 3 - OTHER			
Total Revenue (Type 3)	37	F 1*	\$0
Total Expenses (Type 3)	38	F 3*, F 4*, F 5*, F 6*, F 7*, F 8*, F 9*	\$0
NET SURPLUS/(DEFICIT) FUND TYPE 3	39	Row 37 minus Row 38	\$0
FUND TYPE 1 - HOSPITAL			
Total Revenue (Type 1)	40	F 1*	\$0
Total Expenses (Type 1)	41	F 3*, F 4*, F 5*, F 6*, F 7*, F 8*, F 9*	\$0
NET SURPLUS/(DEFICIT) FUND TYPE 1	42	Row 40 minus Row 41	\$0

ALL FUND TYPES

Total Revenue (All Funds)	43	Row 15 + Row 39 + Row 42	\$649,973
Total Expenses (All Funds)	44	Row 16 + Row 40 + Row 43	\$649,973
NET SURPLUS/(DEFICIT)	ALL FUND TYPES	45	Row 43 minus Row 44
			\$0

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule B: Reports - Community Support Services

Only those requirements listed below that relate to the programs and services that are funded by Ontario Health will be applicable.

A list of reporting requirements and related submission dates is set out below. Unless otherwise indicated, the HSP is only required to provide information that is related to the funding that is provided under this Agreement. Reports that require full entity reporting are followed by an asterisk "**".

When a reporting due date falls on a weekend, the report will be due on the next business day.

OHRS/MIS Trial Balance Submission (through OHFS)*	
2023-24	Due Date (Must pass 3c Edits)
2023-24 Q2	October 31, 2023
2023-24 Q3	January 31, 2024
2023-24 Q4	May 31, 2024

Supplementary Reporting - Quarterly Report (through SRI)*	
2023-24	Due Date
2023-24 Q2	November 7, 2023
2023-24 Q3	February 7, 2024
2023-24 Q4	June 7, 2024

Annual Reconciliation Report (ARR) through SRI*	
Fiscal Year	Due Date
2023-24	June 30, 2024

Board Approved Audited Financial Statements *	
Fiscal Year	Due Date
2023-24	June 30, 2024

Declaration of Compliance	
Fiscal Year	Due Date
2023-24	June 30, 2024

Community Support Services – Other Reporting Requirements	
Requirement	Due Date
French Language Service Report	2023-24 April 29, 2024

Community Engagement and Integration Activities Reporting	
Fiscal Year	Due Date
2023-24	June 30, 2024

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule C: Directives, Guidelines & Policies - Community Support Services

Only those requirements listed below that relate to the programs and services that are funded by Ontario Health will be applicable.

- | |
|--|
| • 2014 Addendum to Directive to LHINs: Personal Support Services Wage Enhancement |
| • 2015 Addendum to Directive to LHINs: Personal Support Services Wage Enhancement |
| • 2016 Addendum to Directive to LHINs: Personal Support Services Wage Enhancement |
| • Assisted Living Services for High Risk Seniors Policy, 2011 (ALS-HRS) |
| • Assisted Living Services in Supportive Housing Policy and Implementation Guidelines (1994) |
| • Attendant Outreach Service Policy Guidelines and Operational Standards (1996) |
| • Broader Public Sector Perquisites Directive August 2011 |
| • Broader Public Sector Procurement Directive July 2011 |
| • Community Financial Policy, 2016 |
| • Community Support Services Complaints Policy (2004) |
| • Guide to Requirements and Obligations Relating to French Language Health Services, November 2017 |
| • Guideline for Community Health Service Providers Audits and Reviews, August 2012 |
| • Ontario Healthcare Reporting Standards – OHRS/MIS – most current version available to applicable year |
| • Personal Support Services Wage Enhancement Directive, 2014 |
| • Policy Guideline for CCAC and CSS Collaborative Home and Community-Based Care Coordination, 2014 |
| • Policy Guideline Relating to the Delivery of Personal Support Services by CCACs and CSS Agencies, 2014 |
| • Protocol for the Approval of Agencies under the Home Care and Community Services Act, 2012 |
| • Screening of Personal Support Workers (2003) |

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule D1: Core Indicators

Performance Indicators	2023-2024 Target	Performance Standard
*Balanced Budget - Fund Type 2	\$0	>=0
**Percentage Total Margin	0.00%	>= 0%
Service Activity by Functional Centre (Refer to Schedule D2a)		
Number of Individuals Served (By Functional Centre- Refer to Schedule D2a)		
Monitoring Indicators		
Variance forecast to Actual Expenditures		
Variance Forecast to Actual Units of Service		
Alternate Level of Care (ALC) Rate		
Explanatory Indicators		
Cost per Unit Service (by Functional Centre)		
Cost per Individual Served (by Program/Service/Functional Centre)		
Client Experience		
Percentage of Alternate Level of Care (ALC) days		

* Balanced Budget Fund Type 2: HSP's are required to submit a balanced budget

** No negative variance is accepted for Total Margin

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule D2A: Clinical Activity - Detail

OHRS Description & Functional Centre		2023-2024 Target	2023-2024 Performance Standard
<i>*These values are provided for information purposes only. They are not Accountability Indicators.</i>			
Administration and Support Services 72 1			
Full-time equivalents (FTE)	72 1	0.55	n/a
Total Cost for Functional Centre	72 1	\$100,538	n/a
CSS IH - Day Services 72 5 82 20			
Full-time equivalents (FTE)	72 5 82 20	4.71	n/a
Individuals Served by Functional Centre	72 5 82 20	312	250 - 374
Attendance Days	72 5 82 20	4,980	4,482 - 5,478
Total Cost for Functional Centre	72 5 82 20	\$549,435	n/a
ACTIVITY SUMMARY			
Total Full-Time Equivalents for all F/C		5.26	n/a
Total Visits for all F/C		0	0 - 0
Total Not Uniquely Identified Service Recipient Interactions for all F/C		0	0 - 0
Total Hours of Care for all F/C		0	0 - 0
Total Inpatient/Resident Days for all F/C		0	0 - 0
Total Individuals Served by Functional Centre for all F/C		312	250 - 374
Total Attendance Days for all F/C		4,980	4,482 - 5,478
Total Group Sessions for all F/C		0	0 - 0
Total Meals Delivered for all F/C		0	0 - 0
Total Group Participants for all F/C		0	0 - 0
Total Service Provider Interactions for all F/C		0	0 - 0
Total Mental Health Sessions for all F/C		0	0 - 0
Total Cost for All F/C		\$649,973	n/a
Total Service Provider Group Interactions for all F/C		0	0 - 0

Multi-Sector Service Accountability Agreements

Ontario Health - East Region
Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule D2D: CSS Sector Specific Indicators

Performance Indicators	2023-2024 Target	Performance Standard
No Performance Indicators	-	-
Explanatory Indicators		
Number of persons waiting for service (by functional centre)		
Developmental Indicators		
Average Number of Days Waited for First Service (By Functional Centre)		

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule D3: Local Obligations

This schedule sets out provincial goals identified by Ontario Health (OH) and the Local Obligations associated with each of the goals. The provincial goals apply to all HSPs and HSPs must select the most appropriate obligation(s) under each goal for implementation. HSPs must provide a report on the progress of their implementation(s) as per direction provided by OH regional teams.

Goal: Improve Access and Flow by Reducing Alternate Level of Care (ALC)

Local Obligations related to goal:

- Participate in and align with regional plans to support admission diversion, maximize capacity, and support patients transition to community.

Goal: Advance Indigenous Health Strategies and Outcomes

Local Obligations related to goal:

- Develop and/or advance First Nations, Inuit, Métis and Urban Indigenous (FNIMUI) FNIMUI Health Workplan:
 - a. Partner with your OH team to work through a process of establishing a First Nations, Inuit, Métis and Urban Indigenous Health Workplan, which aligns with provincial guidance, and includes a plan for Indigenous cultural awareness (improving understanding of Indigenous history, perspectives, cultures, and traditions) and cultural safety (improving understanding of anti-racist practice and identifying individual and systemic biases that contribute to racism across the health care system). Ontario Health will provide guidance material to support this process.
 - b. Or, if a First Nations, Inuit, Métis and Urban Indigenous Health Workplan (or similar) already exists, demonstrate advancement to implementation of the plan.
- Demonstrate progress (and document in reporting template) on outcomes, access and/or executive training:
 - a. Improvement in outcomes regarding First Nations, Inuit, Métis and Urban Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on the data currently available to them. In future years, standardized indicators will be developed.)
 - b. Progress in increasing culturally safe access to healthcare services, programs to foster Indigenous engagement, and relationship building to improve Indigenous health (note for 23/24 this will give HSPs the opportunity to demonstrate any improvement based on initiatives they have targeted in their First Nations, Inuit, Métis and Urban Indigenous Health Workplan. In future years, standardized indicators will be developed.)
 - c. Demonstrate that executive level staff have completed Indigenous Cultural Safety Training

Goal: Advance Equity, Inclusion, Diversity, and Anti-Racism Strategies to Improve Health Outcomes

Local Obligations related to goal:

- Develop and/or advance an organizational health equity plan
 - develop an equity plan that aligns with OH equity, inclusion, diversity and anti-racism framework, and existing provincial priorities, where applicable (i.e., French language health services plan; Accessibility for Ontarians with Disabilities Act; the provincial Black Health Plan; High Priority Community Strategy; etc.). Please note that HSPs will be provided with guidance materials to help develop their equity plan and complete a reporting template to submit to the region.
 - Or, if an equity plan already exists, demonstrate advancement to implementation of the plan, by completing the equity reporting template and submitting to the region.
- Increase understanding and awareness of health equity through education/continuous learning
 - Continue capacity-building through knowledge transfer, education, and training about health equity within the Region, HSPs will demonstrate that a minimum, executive level staff have completed relevant equity, inclusion, diversity, and anti-racism education (recommended education options to be provided).

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 Schedule E: Project Funding Agreement Template

Project Funding Agreement Template

Note: This project template is intended to be used to fund one-off projects or for the provision of services not ordinarily provided by the HSP. Whether or not the HSP provides the services directly or subcontracts the provision of the services to another provider, the HSP remains accountable for the funding that is provided by Ontario Health.

THIS PROJECT FUNDING AGREEMENT ("PFA") is effective as of [insert date] (the "Effective Date") between:

ONTARIO HEALTH

- and -

[Legal Name of the Health Service Provider] (the "HSP")

WHEREAS Ontario Health and the HSP entered into a Service Accountability Agreement dated [insert date] (the "SAA") for the provision of Services and now wish to set out the terms of pursuant to which Ontario Health will fund the HSP for [insert brief description of project] (the "Project");

NOW THEREFORE in consideration of their respective agreements set out below and subject to the terms of the SAA, the parties covenant and agree as follows:

- 1.0 Definitions.** Unless otherwise specified in this PFA, capitalized words and phrases shall have the meaning set out in the SAA. When used in this PFA, the following words and phrases have the following meanings:
- "Project Funding" means the funding for the Services;
- "Services" mean the services described in Appendix A to this PFA; and
- "Term" means the period of time from the Effective Date up to and including [insert project end date].
- 2.0 Relationship between the SAA and this PFA.** This PFA is made subject to and hereby incorporates the terms of the SAA. On execution this PFA will be appended to the SAA as a Schedule.
- 3.0 The Services.** The HSP agrees to provide the Services on the terms and conditions of this PFA including all of its Appendices and schedules.
- 4.0 Rates and Payment Process.** Subject to the SAA, the Project Funding for the provision of the Services shall be as specified in Appendix A to this PFA.
- 5.0 Representatives for PFA.**
- (a) The HSP's Representative for purposes of this PFA shall be [insert name, telephone number, fax number and e-mail address.] The HSP agrees that the HSP's Representative has authority to legally bind the HSP.
- (b) Ontario Health's Representative for purposes of this PFA shall be: [insert name, telephone number, fax number and e-mail address.]
- 6.0 Additional Terms and Conditions.** The following additional terms and conditions are applicable to this PFA.
- (a) Notwithstanding any other provision in the SAA or this PFA, in the event the SAA is terminated or expires prior to the expiration or termination of this PFA, this PFA shall continue until it expires or is terminated in accordance with its terms.
- (b) [insert any additional terms and conditions that are applicable to the Project]

IN WITNESS WHEREOF the parties hereto have executed this PFA as of the date first above written.

[insert name of HSP]

By:

[insert name and title]

Ontario Health

By:

[insert name and title]

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

APPENDIX A: SERVICES

1. DESCRIPTION OF PROJECT
2. DESCRIPTION OF SERVICES
3. OUT OF SCOPE
4. DUE DATES
5. PERFORMANCE TARGETS
6. REPORTING
7. PROJECT ASSUMPTIONS
8. PROJECT FUNDING

8.1 The Project Funding for completion of this PFA is as follows:[X]

8.2 Regardless of any other provision of this PFA, the Project Funding payable for the completion of the Services under this PFA is one-time funding and is not to exceed [X].

Multi-Sector Service Accountability Agreements

Ontario Health - East Region

Health Service Provider: County Of Renfrew - Bonnechere Manor

2023-2024 - Schedule F: Declaration of Compliance

DECLARATION OF COMPLIANCE

Issued pursuant to the MSAA effective April 1, 2023

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

From: The [insert as appropriate: "Municipal Council"; "Committee of Management"; or "Board of Management".] (the "Board") of the [insert name of HSP] (the "HSP")

Date: [insert date]

Re: April 1, 2023 – March 31, 2024 (the "Applicable Period")

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the MSAA between Ontario Health and the HSP effective April 1, 2023.

The Board has authorized me, by resolution dated [insert date], to declare to you as follows:

After making inquiries of the [insert name and position of person responsible for managing the HSP on a day to day basis, e.g. the Chief Executive Office or the Executive Director] and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled, its obligations under the service accountability agreement (the "MSAA") in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP has complied with:

- (i) Article 4.8 of the MSAA concerning applicable procurement practices; and,
- (ii) The *Connecting Care Act, 2019*.

[insert name of Mayor], Mayor

Multi-Sector Service Accountability Agreements

Ontario Health - East Region
Health Service Provider: County Of Renfrew - Bonnechere Manor

Appendix 1 - Exceptions

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

April 26, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

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

INFORMATION

1. June Development and Property Committee Meeting Location

The Development and Property Committee provides the option for local municipalities to host one of its regular meetings at the offices of local municipalities. In response to this, the Township of McNab/Braeside has requested to host the Development and Property and Operations Committees in June in their municipal Council Chambers. The objective with hosting in the local municipality is to enable the staff and local municipal Council to meet with the Development and Property Committee to discuss any matters of common interest or concern. In the past, a local business is invited to present and if the agenda permits potential delegations will be approached.

2. Ontario Environmental Assessment Program

Attached as Appendix I is notification from the Director of the Environmental Assessment Modernization Branch, Ministry of the Environment, Conservation and Parks that the Environmental Assessment (EA) process is being updated. Comments can be made on the Environmental Registry of Ontario until May 9, 2023.

3. Community Economic Development 101 Workshop

In partnership with the Township of Whitewater Region, the Economic Development Division is hosting the Ontario Ministry of Agriculture, Food, and Rural Affairs' (OMAFRA) [Community Economic Development 101 workshop](#) on Wednesday, May 3 from 9:00 a.m. to 12:00 p.m. at the Cobden Legion. Presented by Economic and Business Advisors from OMAFRA, the Community Economic Development 101 workshop aims to share the basics about economic development in a community and how the concepts can be applied in a municipal environment.

Workshop topics include:

- What is community economic development and why it's vital for your community
- The value of planning in your community
- Collaborative roles of individuals and organizations
- Tools and resources

Elected officials, economic development boards/committees, municipal staff and community leaders from across Renfrew County and the Ottawa Valley are encouraged

to attend the free workshop. Register by April 26 at: <https://www.eventbrite.ca/e/ced-101-a-foundation-for-rural-prosperity-and-resiliency-tickets-506737404217>.

4. **Ontario East Municipal Conference 2023**

The Ontario East Municipal Conference will be held in Ottawa this year from September 6-8, 2023 at the Ottawa Conference and Events Centre and Courtyard Marriott Hotel. Register at: <https://oemc.ca/>.

5. **Culinary Tourism Strategy**

Attached as Appendix II is the culinary tourism strategy for the Ottawa Valley. The Ottawa Valley Tourist Association (OVTA) engaged the services of the Culinary Tourism Alliance to develop the strategy, which was completed between August and December 2022.

The strategy contains research and data, as well as a three-year action plan aimed to support the development, growth and awareness of the Ottawa Valley's culinary tourism offerings by focussing on four areas of opportunity including:

- 1) Improve stakeholder awareness and appreciation for regional food identities and foodways;
- 2) Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain;
- 3) Support the development of new and/or enhanced culinary and agri-tourism experiences;
- 4) Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts.

The culinary strategy was presented to members and stakeholders at the OVTA tourism conference on April 25.

One of the first initiatives in the strategy implementation is the hosting of a Culinary Market Readiness workshop with the Culinary Tourism Alliance on May 9 from 8:30 a.m. to 12:00 p.m. in the Township of McNab/Braeside. The purpose of the workshop is for tourism operators, food producers, suppliers and stakeholders along the culinary tourism value chain to learn more about:

- what is "culinary market readiness"
- the tools and steps to getting there
- online marketing "must dos"
- how to leverage "sourcing local"
- how "culinary" can be a relatively simple and profitable extension of your business

The cost to attend the workshop is \$30.60/person +HST. Interested participants can register at <https://guestlist.co/events/744141>.

The development of a culinary tourism strategy for the Ottawa Valley is an identified priority in the Ottawa Valley Tourist Association's 2021-23 Strategic Plan and was made possible through Tourism Relief Funding from the Ontario's Highlands Tourism Organization on behalf of the Federal Economic Development Agency of Southern Ontario (FedDev).

BY-LAWS

6. Ottawa Valley Tourist Association/County of Renfrew/City of Pembroke Agreement

RESOLUTION NO. DP-CC-23-04-43

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law to authorize the Warden and Clerk to enter into a formal agreement with the City of Pembroke and the Ottawa Valley Tourist Association with respect to ongoing financial and program participation in a Destination Marketing Organization (DMO) for a five-year term commencing on January 1, 2023; AND FURTHER THAT By-law 32-18, being a By-law to execute an agreement with the City of Pembroke and the Ottawa Valley Tourist Association regarding financial support for tourism promotion and development for the 2018 to 2022 term be repealed.

Background

The County of Renfrew, the Ottawa Valley Tourist Association and the City of Pembroke have successfully maintained a three-way partnership to promote and develop tourism in the Ottawa Valley for a number of years. The agreement details a specific set of tourism promotion and development programs which will represent the basis for ongoing financial participation by the City of Pembroke towards a regional tourism program.

The agreement was reviewed and approved by the Board of Directors of the Ottawa Valley Tourist Association. The City of Pembroke Council approved the agreement at their meeting on April 4, 2023.

7. OPA 35 – Bill 109 and Bill 23 Implementation

RESOLUTION NO. DP-CC-23-04-46

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law to adopt and approve Official Plan Amendment No. 35.

Background

Official Plan Amendment No. 35 (OPA 35) was drafted as a result of Provincial amendments to the Planning Act under Bill 109 "More Homes for Everyone Act, 2022" and Bill 23 "More Homes Built Faster Act, 2022". Among many changes, Bill 109 would implement financial penalties on municipalities in the form of application refunds if applications (Zoning, Official Plan, and Site Plan) were not processed within specific time

periods. A working group comprised of County staff, local municipal staff, and a local development consulting firm was established to review Bill 109 and discuss options to address the Provincial revisions to the Planning Act.

The first public meeting was held on December 21, 2022 to hear and consider input regarding the proposed amendment, since the original OPA was drafted, and Bill 23 was also passed by the Province. OPA 35 was subsequently further modified to implement both Provincial legislation changes under Bill 109 and Bill 23. The revisions to OPA 35 as a result of Bill 23 include updated “additional unit” policies and updated policies regarding the use of site plan control.

The revised OPA 35 was circulated in accordance with the Planning Act, including to all local municipalities, the Ministry of Municipal Affairs and Housing, and all persons who participated in the first public meeting in December.

Municipalities across Ontario are implementing/reviewing policies to address the changes made to the Planning Act under Bills 109 and 23. Examples include the Town of Arnprior, Town of Petawawa, Town of Renfrew, Township of Laurentian Valley, Township of South Frontenac, Town of Mono, United Counties of Stormont, Dundas and Glengarry, Wellington County, Township of Adelaide Metcalfe, Peterborough County, Township of North Frontenac, City of Orillia, City of Ottawa, County of Frontenac, City of Hamilton... and the list goes on.

Jp2g Consultants provided a follow-up letter, attached as Appendix III, in response to the circulation of the revised OPA 35. The letter indicated disappointment that their previously identified concerns presented at the first public meeting did not result in changes to OPA 35. The letter also stated that four municipalities (Ajax, Brampton, Burlington and Oakville) who have passed Official Plan Amendments in response to Bill 109 have had their amendments appealed to the Ontario Land Tribunal. These amendments were all very similar to the proposed County OPA 35 in that they have also ‘front loaded’ the process and are also proposing to require external agency and possibly peer reviews prior to submission.

A second public meeting was held on April 11, 2023 and the following comments were received:

1. Albert Krushenskie – Objects to Official Plan Amendment No. OPA 35 and does not give consent to have his properties included in an Official Plan.
2. Donna Burns – Disapproves of the timing of the meeting. Questioned how the County can plan for lands that it does not own.

Ahead of the second public meeting, staff received an email from Doris Murray expressing that they do not agree or want any by-laws on or against any property they own.

As noted in previous staff reports, OPA 35 proposes to fundamentally change the method that certain planning applications are processed. Changing the process is not

one that County staff or the working group were looking to make, but the change was made necessary by the Provincial decision to implement financial penalties on municipalities.

County staff agree that the proposed approach will not likely achieve significant “time savings” for the overall review of certain development application(s), but it will speed up the review of a “complete” planning application and will reduce the amount municipalities would be required to refund in penalties if timelines were not met. County staff and the working group considered several alternative policy/procedural approaches. These other approaches considered would have resulted in:

- a) Approval Authorities being penalized for not processing applications in accordance with new timeframes;
- b) Municipalities needing to up-staff, including hiring experts to review the range of submissions;
- c) Repetitively deeming applications “incomplete”;
- d) Significantly raising fees/alternative fee approaches;
- e) Refusing applications as the “deadline” for a decision approaches;
- f) Likely resulting in more appeals/Ontario Land Tribunal (OLT) hearings.

Bill 109 did not change the municipalities’ responsibility for the review of planning applications, however, did change the timeframe that municipalities have to make a decision on a complete application. The proposed revised process is already implemented in many municipalities across Ontario and will likely become “industry standard” moving forward. While staff understand that a few of the proposed amendments implementing Bill 109 have been appealed to the OLT, the majority have not been appealed and are in effect including the Town of Petawawa and the Township of Laurentian Valley. The amendment was circulated and provided to the Ministry of Municipal Affairs and Housing. The Ministry did not indicate any concerns with the enhanced or “front-ended” pre-consultation review proposed in OPA 35. Our Committee recommends that a by-law be adopted to approve Official Plan Amendment No. 35.

All of which is respectfully submitted.

James Brose, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, G. Serviss, K. Watt, R. Weir

**Ministry of the Environment,
Conservation and Parks**Environmental Assessment
Modernization Branch135 St. Clair Avenue West
4th Floor
Toronto ON M4V 1P5**Ministère de l'Environnement, de
la Protection de la nature et des Parcs**Direction de la modernisation des processus
d'évaluation environnementale135, avenue St. Clair Ouest
4^e étage
Toronto ON M4V 1P5

March 10, 2023

Good day,

Ontario is taking continued action to streamline and modernize its almost 50-year-old environmental assessment (EA) process that is not reflective of best practices, unnecessarily burdensome and costly. We are proposing sensible, practical changes that would continue to provide strong environmental oversight while reducing delays to get shovels in the ground on projects that matter most to Ontario communities.

Today, on behalf of the Ministry of the Environment, Conservation and Parks, I am writing to let you know about our latest efforts to modernize the environmental assessment (EA) program in Ontario.

As the next step in this work, we are seeking your feedback on the following postings:

- [Moving to a project list approach under the Environmental Assessment Act](#)
- [Evaluating municipal class environmental assessment requirements for infrastructure projects](#)
- [Improving timelines for comprehensive environmental assessments](#)

Please note: we are seeking comments on these postings by May 9, 2023.

If you have any questions or comments about the postings, you may contact the Environmental Assessment Modernization Team at: EAModernization.MECP@ontario.ca.

We value your feedback and look forward to hearing from you.

Sincerely,

A handwritten signature in black ink that reads "A. Cross".

Annamaria Cross
Director, Environmental Assessment Modernization Branch
Ministry of the Environment, Conservation and Parks

Culinary Tourism Development Strategy 2023-2025

For the Ottawa Valley Tourist Association

March 17, 2023

Prepared by
the Culinary Tourism Alliance



Acknowledgements

Land Acknowledgement

We acknowledge the land on which we live and do our work, known to most as the Ottawa Valley, is located on traditional unceded and unsurrendered Algonquin and Anishnabek territory. We are grateful that all Indigenous Peoples have been stewards of this land and beyond from time immemorial and share it with us today. We are called to treat this land, its waterways, plants, animals, stories and Peoples with honour and respect. We are committed to reconciliation and honour the process by bringing the 7 Grandfather Teachings of love, respect, bravery, truth, honesty, humility and wisdom into our offerings and daily lives.

Contributors

The Ottawa Valley Culinary Tourism Development Strategy 2023-2025 is the outcome of a highly collaborative process that brought diverse members of the food tourism community from across The Ottawa Valley. Thank you to everyone who contributed to the process.



Thank you to Melissa Marquardt, Erin Norris, Emily England and Ryan Gilbertson from the OVTA, as well as David Wybou, and Scott Hamilton from the County of Renfrew for their direct involvement and contributions to this project.

The Ottawa Valley Tourist Association (OVTA) gratefully acknowledges the support of the Government of Canada's Tourism Relief Fund delivered by the Ontario's Highlands Tourism Organization.

Funded by:
Federal Economic Development
Agency for Southern Ontario

Financé par :
Agence fédérale de développement
économique pour le Sud de l'Ontario

Canada

OH ONTARIO'S
TO HIGHLANDS
TOURISM
ORGANIZATION



This report was prepared by the Culinary Tourism Alliance, including Valerie O'Halloran, Hally Charendoff, Ian Worté, and Shayan Lallani. The Culinary Tourism Alliance operates as a not-for-profit food tourism development organization, working with communities to grow food tourism by leveraging the history, heritage, and culture behind the food and drink that makes each destination unique.

Executive Summary

The Ottawa Valley Tourist Association (OVTA) could not have picked a better time to develop a dedicated culinary tourism strategy. With visitors increasingly seeking more immersive experiences and in-turn, deeper engagement with destinations, culinary tourism has emerged as a global trend. Culinary tourism has an important role to play in elevating the highly regarded, unique, and well-established tourism experiences of Renfrew County, encouraging visitors to stay longer and spend more. As a destination with distinct high seasons, culinary tourism can also provide the OVTA with opportunities to grow tourism year-round and make Renfrew County a four-season destination.

The goal for this project was to develop a culinary tourism development strategy for the immediate and short-term (three years), in alignment with the OVTA's 2021-2023 Strategic Plan. Our analysis identified four key areas of opportunity for the OVTA to pursue in service of developing culinary tourism in the Ottawa Valley over the next three years. These areas of opportunity are as follows:

- Improve stakeholder awareness and appreciation for regional food identities and foodways
- Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain
- Support the development of new and/or enhanced culinary and agritourism experiences
- Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts

The OVTA has already built considerable momentum and excitement around culinary tourism through the development of this strategy. With the region's unique and varied tourism assets and highly engaged culinary tourism stakeholders, the OVTA is well-positioned to succeed in implementing this strategy.

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Introduction

The Ottawa Valley Tourist Association (OVTA) is the destination marketing organization for Renfrew County, the City of Pembroke and Upper Ottawa Valley. It is a not-for-profit membership-based organization with a mandate to promote and grow tourism in the Ottawa Valley. Through strategic partnerships with local, regional, provincial and national tourism partners, the OVTA promotes the Ottawa Valley as a tourism destination to targeted markets around the world. Working in collaboration with tourism operators, municipalities, community organizations and other key stakeholders, the OVTA helps to enhance existing and create new tourism products and experiences for both local residents and tourists.¹

The OVTA's 2021 - 2023 Strategic Plan identified the opportunity to develop a focused culinary tourism strategy in a way that fosters collaborative destination development. By leveraging existing and emerging assets, the OVTA intends to develop and enhance culinary tourism in the Ottawa Valley, integrating the unique foodways and food experiences of the area into the region's tourism framework. The following report details the Culinary Tourism Development Strategy 2023 - 2025 developed for the OVTA by the Culinary Tourism Alliance (CTA) from August 2022 - December 2022.

Project Goals & Objectives

The goal for this project is to create a dedicated culinary tourism development strategy in the Ottawa Valley for the immediate and short-term (three years). To reach this goal, the CTA's project team set out to:

1. Understand the current culinary tourism landscape in the Ottawa Valley including current assets, trends, key markets, regional initiatives, etc.
2. Identify local stakeholders with a high level of engagement and short-to-medium-term commitment to developing culinary tourism experiences.
3. Increase awareness and capacity among businesses along the culinary tourism value chain to leverage the power of culinary tourism to grow their business and increase awareness for the destination's food and drink experiences.
4. Identify priority areas and actions for investments in local and regional culinary tourism development.
5. Collaboratively arrive at an achievable strategic plan that resonates with destination partners and stakeholders.

These objectives support the **central research question** of this project: *What direction and actions should the Ottawa Valley Tourist Association (OVTA) take to develop culinary tourism?*

Research Methodology

The Culinary Tourism Alliance used a participatory research approach to develop this strategy. This includes sharing knowledge, skills, tools, and resources with those involved in the culinary tourism industry during the research process. The approach allowed key stakeholders to contribute and guide the strategy development process, including a wide range of industry members, public sector institutions, and industry associations.

Several primary and secondary research methods were used to collect data to inform the strategy. Secondary data collection included scanning current and relevant destination strategic plans, market research, maps, and media articles as well as preparing a stakeholder database of businesses along the local culinary tourism value chain (asset inventory). Primary data collected through CTA-led exploratory key informant interviews with industry stakeholders (11 interviews) provided qualitative data on visitor perceptions, market segments, strengths and weaknesses as a culinary tourism destination, and opportunities and challenges for growth. An industry survey (37 survey responses) was distributed to existing OVTA members and businesses in the database, providing qualitative and quantitative data to bolster the interview findings. CTA-led interview results and survey data are reported anonymously in this report. Feedback and insights from an in-person workshop (November 23, 2022) and a four-day familiarization tour of the region conducted by the CTA have also been incorporated.

Alignments

This strategy was developed in alignment with the Ottawa Valley Tourist Association's (OVTA) 2021 – 2023 Strategic Plan aimed at developing a focused culinary tourism strategy that fosters collaborative destination development; the Ontario's Highlands Regional Tourism Organization's mandate to provide strategic leadership in tourism development of the region; and Destination Ontario, which is focused on enhancing tourism expenditures in Ontario and contributing to economic development through "impactful marketing and results-oriented investment partnerships".²

A rustic bar interior with a brick wall. A red lantern hangs on the wall. A hanging lamp with a warm glow is positioned above the bar. A chalkboard menu is visible on the right, listing various beer options. The bar features several beer taps with labels like 'BEAU'S', 'STRAY DOG', 'ABC', 'WHITEWATER', and 'STELLA ARTOIS'.

Culinary Tourism Development Context

Culinary Tourism Development Context

This section outlines the culinary tourism development context and provides definitions of key concepts and terms in addition to identifying relevant local examples. Central to this discussion is the concept of the culinary tourism value chain, as it illustrates the interconnectedness of the culinary tourism industry and the role each player has in its successful development. Following this, the key concept of foodways as the foundation for culinary tourism is explained before outlining how taste of place tangibly reflects local and regional foodways. Then, tourism experience development is discussed before market considerations such as key market segments, food tourist types, and industry trends are summarized.

Defining Culinary Tourism and Agritourism

Culinary Tourism, also called **food tourism**, includes any tourism experience where a visitor interacts with food and beverage that reflects the history, heritage, culture, and geography of a place. Culinary tourism is a type of cultural tourism that connects visitors to the intangible values a place offers through its food and beverage. Many activities can be associated with food tourism including harvesting fruits and vegetables at a u-pick, attending a garden-to-table dinner at a restaurant, fishing on a canoe trip, or attending a local event with foods and drink connected to the place, such as the Renfrew Craft Beer & Food Truck Festival. Food and drink can enrich virtually any tourism experience. If there's anything all visitors to a destination have in common, it's that they all eat – probably multiple times a day. It is estimated that most visitors consider food as a driver when choosing a destination, and about 1/3 of their spending is on food and drink. That percentage is even higher for some market segments³.

Similarly, **agritourism**, which is considered a subset of culinary tourism, connects visitors to where their food comes from. Agritourism does not require a taste component. Examples include touring a farm, maple bush, or vineyard, or visiting a cultural centre and learning how people grew, prepared, and consumed food and beverage at a time in history. Hugli's Blueberry Ranch in Pembroke is an example of such an agritourism business. It is important to note, many experiences can simultaneously be considered both culinary tourism and agritourism experiences.

Foodways

Foodways can be thought of as the who, what, when, where, why, and how of food and drink. More specifically, foodways are the cultural, social, and economic factors relating to the production, procurement, and consumption of local food and drink. The term encompasses a range of factors that influence a region's food identity. Foodways are not subjected to a single definition, set of ingredients, or story, but are rather products of how cultures have changed over time. Foodways are the theoretical foundation of culinary tourism, establishing the context

through which **taste of place** can be showcased by a destination and tangibly experienced by visitors.

Taste of Place

Taste of place describes the specific and unique food and drink experiences that reflect a destination's geography, history, culture, and society. A destination's taste of place directly connects visitors to local and regional foodways. They are interactions that bring to life the stories behind the food and beverage of a place. Storytelling ties foodways and tastes of place together to make their connection between people, place, and food clear to visitors. Tourism businesses can utilize food and drink to elevate their visitor experiences. In fact, any tourism-related business that includes a taste of place offering (an experience that is connected to regional cultures or histories and is visitor-facing) is part of the **culinary tourism value chain**, outlined below.

The Culinary Tourism Value Chain

The **culinary tourism value chain** describes the ecosystem in which various actors within the culinary tourism industry exist and relate to one another. The culinary tourism value chain includes but is not limited to growers, producers and suppliers, restaurants, beverage producers, cooking schools, events and festivals, farmer's markets, accommodations, attractions, tours, and retailers. Each of these actors play a crucial role in the success of the culinary tourism industry, offering a range of products, services, and experiences to visitors.

Typical value chains are designed to increase the competitive advantage of a group of businesses through working in collaboration to deliver a combined value to the customer that is beyond their individual capacity to do so. This interdependence allows for operators to focus on what they do best while benefiting from the increased efficiency and effectiveness of working as a collective. The term "**co-opetition**" describes this relationship, whereby actors within the value chain support and enhance the success of a region's broader culinary tourism ecosystem. Visitor experiences are enriched with each layer of value they receive while exploring a destination. This means that culinary tourism businesses can work together to deliver multi-sensory, high-quality experiences that exceed visitor expectations.

Partnerships and collaboration are key to culinary tourism development. When local governments, community organizations, and industry members work together, it becomes much easier to establish synchronized systems that support food tourism development. Such efforts include but are not limited to agricultural policies, health and safety regulations, educational programming, transportation, and/or regional festival scheduling coordination. Partnerships and collaborations could include working with local economic development officers, urban planners, cultural heritage/museums, destination marketing organizations (DMOs), regional

tourism organizations (RTOs), Ontario Parks, and non-profit community organizations. **Figure 1** below depicts the elements and interconnections of the culinary tourism value chain.

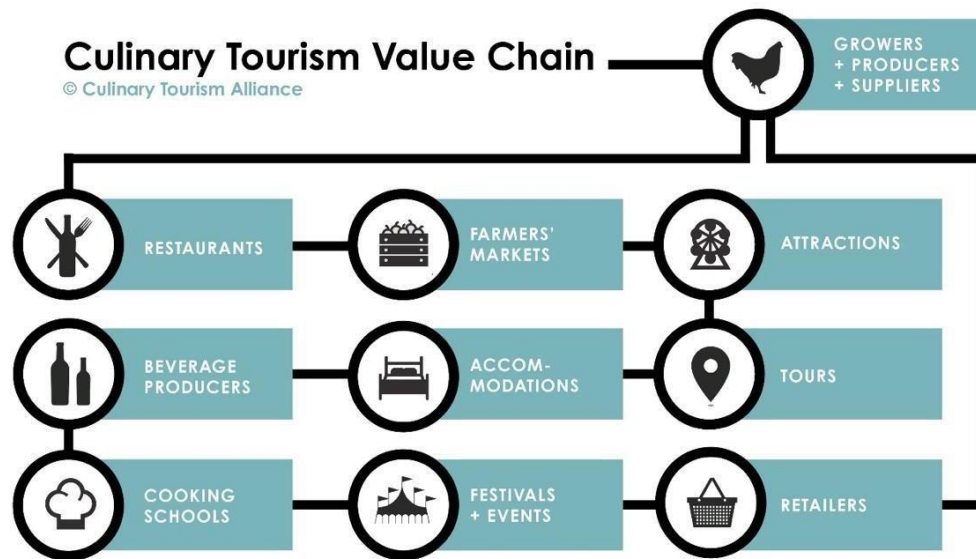


Figure 1. Culinary Tourism Value Chain.

Food Tourists

Anyone who partially or exclusively plans their trip to taste the ingredients, foods and/or cuisine of a place can be considered a **food tourist**. They plan some of their trips around food and drink and view these experiences as a reflection of local cultural heritage and identity. As examples, food tourists are interested in trying local food at farm/garden-to-table restaurants, outdoor picnic experiences, and Indigenous foraging and cooking classes.

When food tourists travel for reasons other than food, they still look for ways to incorporate local tastes into their trip. For example, a food tourist travelling to Algonquin Park may stop at a local restaurant in the Ottawa Valley along the way. A culinary tourist visiting relatives might incorporate an Indigenous foraging experience into their itinerary. Overall, food tourists want to connect meaningfully with the places they visit.

There are four different types of food tourists: **foodies**, **food-connected consumers**, **agritourists**, and **everyone else**. First, are *foodies* who are motivated by the food itself or by experiences surrounding the food. Second, are *food-connected consumers* who make informed choices about their food and drink consumption, including the production processes behind it, but do not necessarily plan all trips around food and beverage. Third, are *agritourists* who seek experiential, life-enriching experiences that integrate culture, nature, the outdoors, and learning. Fourth, is everyone else who doesn't fall within the above categories, because despite not centering their trip around food, everyone needs to eat.

Experience Development

Tourism experiences are defined as a consumable activity offered by a business or operator within a destination to visitors. They typically establish a personal connection between the business owner and visitors. They promote a unique selling proposition of the business, which could be a view or vista, a family recipe, or the showcasing of local ingredients. They facilitate learning, promote visitor enjoyment, and are usually developed and operated by businesses within a destination to promote the location's unique selling proposition. Tourism experiences must be purchasable by a visitor and bound by a set time period. It is also important to note that multiple tourism experiences can be considered a tourism product.

Multisensory experiences stimulate a visitor's senses including smell, sound, sight, taste, and touch. The five human senses are at the centre of the experience development process. These types of experiences offer a visitor a more complete awareness of their surroundings that is unique to the destination. They offer a standout and memorable experience of an environment, an event, or a product. Culinary tourism is well positioned to offer multisensory experiences since its essence depends on the five senses.

Key Industry Trends

Trends in the tourism industry have shifted significantly in the wake of COVID-19. Pre-pandemic travel looks quite different than it does today. The post-pandemic **Federal Tourism Growth Strategy**⁴ encompasses five key areas of attention for tourism development reflecting current industry trends: **Winter and Shoulder Season Tourism, Indigenous Tourism, Rural and Remote Tourism, Farm-to-Table/Sea-to-Table and Culinary Tourism**, and **Inclusive and Accessible Tourism**. These development pillars represent strategic opportunities for culinary tourism development in the Ottawa Valley.

Winter and Shoulder Season Tourism

A **shoulder season** is described as the time between peak (high) and off (low) seasons. Shoulder seasons are the result of factors including, but not limited to seasonality (e.g., climate, weather, holidays), available activities and experiences, and destination awareness outside of the main tourist attractions. Even though Canada's winters are a distinct part of our identity, peak tourism season remains in the summer months. Attracting visitors to Canada in the winter months involves promoting skiing, hockey, snowshoeing, and snowmobiling in addition to Arctic tourism, winter festivals, and Indigenous culture. Doing so will "strengthen an advantage for which [we] are already well-known, while providing more reasons to visit in the off-peak seasons".⁵ Attracting visitation in the winter months from a culinary tourism perspective could involve promotion of Hollow Point Ranch and Sugarbush's Sugar Shack, Mapleside Sugar Bush, or Petawawa's Cabin Fever Winter Carnival.

Indigenous Tourism

Indigenous Tourism is becoming popular with both domestic and international travellers. First Nation, Metis, and Inuit majority-owned businesses make up the Indigenous tourism industry and are represented by organizations such as Wikwemikong Tourism, Indigenous Tourism Ontario, Indigenous Tourism Association of Canada, and Indigenous Culinary of Associated Nations.⁶ One in three Canadians are interested in Indigenous experiences, while the interest of international visitors is higher. Specifically, Indigenous Tourism Ontario's COVID-19 recovery strategy entitled "Continuing Our Journey" identifies Indigenous food experiences that "ignite the senses and highlight traditional foods as well as stories that go along with them" as an industry trend that will be strengthened as restrictions ease.⁷ Trust must be built with regional Indigenous communities and Indigenous organizations. This means working with Indigenous peoples to develop food tourism together, and for Indigenous peoples to tell their own food stories on their own terms as a pathway to reconciliation. This also means working together to demystify misinformed perceptions of Indigenous peoples among visitors and residents.

Indigenous foodways have been subjected to the pressures of European colonialism. As a result, Indigenous foodways are a balance of a wide variety of traditional pre-contact ingredients and practices with contemporary additions, interpretations, and innovations moving towards revitalization. Indigenous Tourism Ontario's *FEAST: Growing Indigenous Food Tourism in Ontario* identified six shared attributes that connect Indigenous food from across Ontario's diverse Indigenous cultures, stories, and peoples: seasonal, connected to nature, land-based, sustainable, cultural, and tied to stories.⁸ Attracting visitation from travellers seeking Indigenous experiences from a culinary tourism perspective could involve promotion of Indigenous Experiences' program offerings, as an example.

Rural and Remote Tourism

Rural and **remote tourism** centers around the natural environment as a primary motivator for visitation. For rural and/or remote destinations, culture is usually a secondary asset that enables visitors to connect more deeply with a place. Canada's vast spaces and natural assets offer potential to connect visitors to lesser-known parts of the country. Doing so will strengthen the capacity building of rural communities and transition to a more diverse economy that includes but is not limited to sustainable and accessible development planning, community beautification projects, adventure tourism, ecotourism, and agritourism. Attracting visitation to rural and remote areas from a culinary tourism perspective could involve promotion of Anupaya Cabin Co., an immersive wilderness retreat designed to connect visitors with the rest and respite that nature has to offer. They are actively embracing and working towards implementing a taste of place experience in Deep River by connecting visitors to food and other products local to the region. They have expressed an interest in enhancing their taste of place by offering visitors boxes of locally sourced produce and meat, and handcrafted products. The CTA/OVTA in-person workshop identified that the rural nature of the Ottawa Valley is considered an important asset, as small communities can thrive without the competition of a large urban area.

Farm-to-Table/Sea-to-Table and Culinary Tourism

Notably, **culinary tourism** is identified as a key element of the recovery efforts of the tourism industry. Visitor interest in culinary tourism significantly increased prior to, and during, the COVID-19 pandemic.⁹ Visitors want to know where their food comes from while also participating in unique tourism experiences. Most international travellers consider gastronomy when selecting destinations, and despite Canada's variety of local wines, craft beers, and world-class cuisine, only 20% of visitors choose to visit based on our food and drink offerings.¹⁰ Strengthening Canada's reputation as a multicultural food hub with highly regarded homegrown and locally sourced products, Indigenous culinary experiences, food trails, food festivals and farmers markets, and on-site culinary tourism experiences at breweries, wineries, farms, fisheries, and maple syrup producers will stimulate the national culinary tourism industry. **Farm-to-Table** and **Sea-to-Table tourism** experiences appeal to those seeking connection to the food they consume and provide opportunities for education and hands-on participation in the food procurement and preparation processes. Attracting visitation from food tourists could involve promotion of Whitewater Inn's Farm to Fork Series, as an example.

Inclusive and Accessible Tourism

Developing **inclusive** and **accessible tourism** experiences that respond to the needs and wants of different visitor markets, including 2SLGBTQ+, and racially/ethnically diverse markets, as well as working towards reconciliation with Indigenous peoples, presents an opportunity for the Ottawa Valley. The tourism industry must embrace diversity and inclusion as this is key to building a more sustainable, equitable and representative society. This can be achieved through partnerships with organizations including, but not limited to the International LGBTQ+ Travel Association (IGLTA), and The Black Travel Alliance.¹¹ Additionally, efforts to increase *accessible travel* options have become a high-level priority for tourism organizations, with the United Nations World Tourism Organization (UNWTO) and World Travel & Tourism Council (WTTC) recently publishing guidelines for improving accessibility at both the business and destination level.¹² At the business level, this means ensuring employees are aware of how to foster an inclusive space for visitors wanting to enjoy food and beverage experiences, as well as providing cognitive and physically accessible food and beverage experiences to visitors.

Other Relevant Industry Trends

In addition to the key areas of focus identified by the Federal Tourism Growth Strategy, other notable and relevant industry trends identified in the Tourism Industry Association of Canada's (TIAC) report, the "**State of Tourism in Canada During COVID-19**".¹³ These trends are as follows:

1. **Domestic Travel:** Travellers are motivated to travel but have a desire to stay close to home.

2. **Workcations:** Travellers are keen to book short-term rentals where they can work virtually during work hours and enjoy leisure activities in between.
3. **Nature-Based Travel:** Land-based experiences with minimal physical contact with others, using the environment as the primary tourist attraction.
4. **Responsible and Regenerative Travel:** Visitors prefer to travel less frequently, but for longer periods of time and are seeking engagement with local cultures, carbon emission reductions, activities that promote or facilitate environmental conservation, or tourism experiences that stimulate local economies. This form of travel was highlighted by local stakeholders during the CTA/OVTA in-person workshop.
5. **Frictionless Travel:** Travellers are seeking tourism experiences that meet their online standards, including integrating technology to enhance visitors' experiences and ensuring that any human interactions are high-quality and memorable.
6. **Wellbeing Travel and Health Tourism:** Travellers are seeking travel that maintains or enhances personal wellbeing, and desire experiences that create a sense of escapism or rejuvenation.

Destination Canada has created a social values-based market research technique, which they used to develop customer archetypes packaged into Explorer Quotient (EQ) profiles. Destinations and businesses can use these EQ profiles to understand target markets, develop new products, and fine-tune marketing efforts.¹⁴ The Ottawa Valley is a nature-based destination with extensive Indigenous and diverse settler histories and therefore has an opportunity to integrate food and drink into both existing and future tourism experiences and reflect regional foodways through taste of place. There are three EQ profiles most important to consider in the development of culinary tourism in the Ottawa Valley:

1. **Free Spirits:** Highly social and open-minded travellers that seek out adventurous and experimental experiences.
2. **Cultural Explorers:** Seek opportunities to embrace, discover, and immerse themselves in local cultures.
3. **Authentic Experiencers:** Understated travellers that seek authentic, tangible engagement with destinations and their histories.

Each of these traveller types is interested in dining featuring local ingredients, as well as nature-centered activities. As the Ottawa Valley is already a strong nature-driven destination, these EQ profiles can be targeted by incorporating culinary components into existing outdoor tourism experiences. These EQ profiles are among the top categories for potential foodies, farmers market enthusiasts, and brewery enthusiasts in the Ontario market.¹⁵ More information on the demographics making up each EQ profile can be found in the Destination Canada Toolkit which can be found on Destination Canada's website, under "tools". In addition to the above EQ profiles, Destination Canada also targets **Personal History Explorers**, **No-Hassle Travelers**, and **Rejuvenators**. These are important target markets to consider in the Ottawa Valley as the region can appeal to those seeking educational experiences, those interested in nature-based escapism, and those who enjoy "getting away from it all", respectively.¹⁶

A photograph of three people (two men and one woman) sitting at a table with a white tablecloth, dining and drinking wine. They are positioned in front of a large window that looks out onto a calm lake and distant hills under a bright sky. The woman in the center is smiling and looking towards the man on the right. The man on the left is also smiling and looking towards the center. The man on the right is looking towards the woman. There are several wine glasses on the table, some containing red wine and others white wine. A bottle of wine is visible in the background. The overall atmosphere is relaxed and pleasant.

Destination Overview

Destination Overview

This section provides a detailed overview of the geographic, historic, economic, and socio-cultural context of the Ottawa Valley. This context is key to the discussion of local foodways, and necessary to frame the strengths, weaknesses, opportunities, and challenges identified for culinary tourism development in the region.

The Ottawa Valley spans westward from Ottawa to the northern tip of Algonquin Park.¹⁷ Renfrew County is an upper-tier municipality within the Ottawa Valley. Its key business sectors are agriculture, forestry, advanced manufacturing, nuclear science and technology, and tourism. The City of Pembroke is a separated municipality located in the Ottawa Valley with a population a little over 14,000. The region has a variety of towns, villages and hamlets with services and cultural attractions reflecting 400 years of European settlement.

The Ottawa Valley has a population of almost 107,000 spread throughout 17 municipalities,¹⁸ the City of Pembroke and Algonquins of Pikwakanagan First Nation Reserve. Pikwakanagan lies on the shores of the Bonnechere River and Golden Lake and has a population of 490. The Algonquins of Pikwakanagan First Nation is a "proud and progressive Algonquin community"¹⁹ and boasts the world's largest birch canoe and the first Canadian Algonquin woman Chief. Recent census data from 2021 determined that there are approximately 9,045 Indigenous people in The Ottawa Valley.²⁰ The Algonquins of Pikwakanagan First Nation is the only federally registered Algonquin community in Ontario.²¹ For the context of this report, the Ottawa Valley includes Renfrew County, City of Pembroke, Algonquins of Pikwakanagan and the surrounding areas of south Algonquin Township, Mississippi Mills and Pontiac County in Quebec.

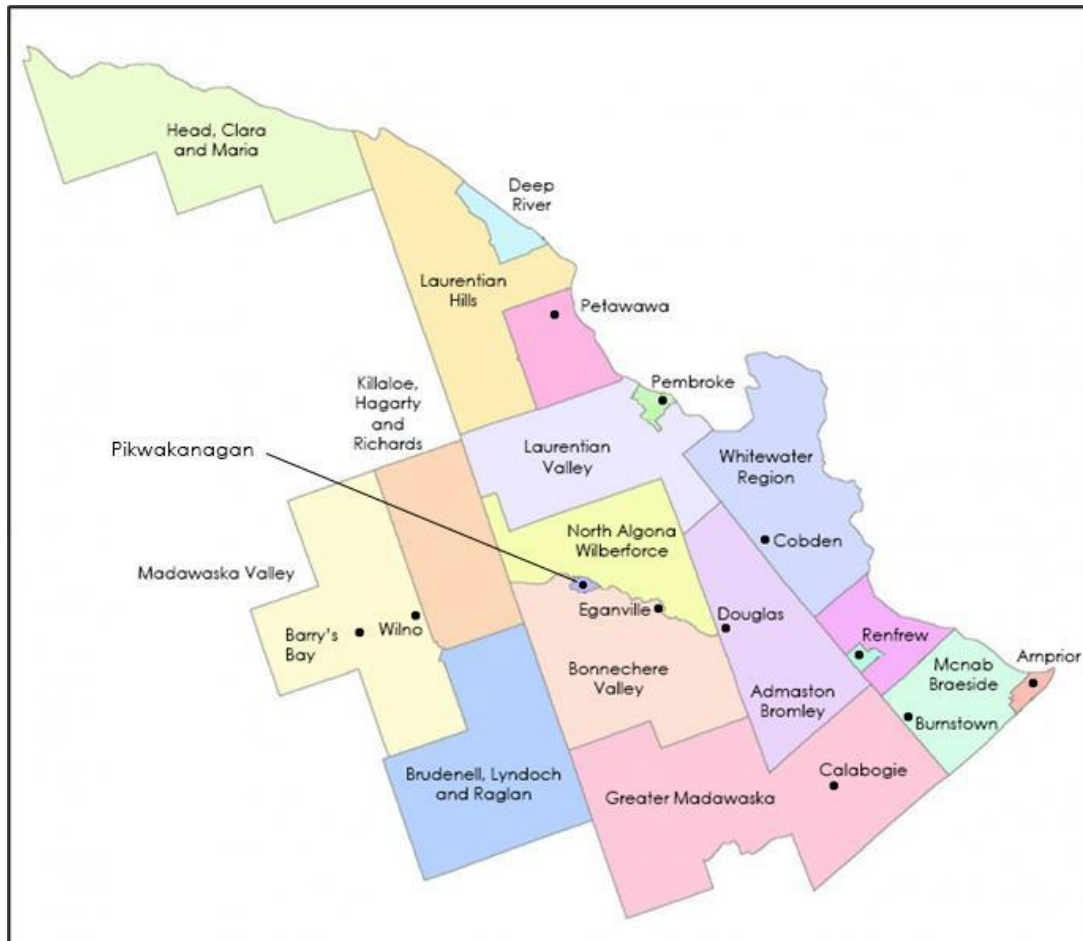


Figure 2. Map Outlining All 19 Communities in the Ottawa Valley.

The Ottawa Valley is well-equipped with existing infrastructure to support development and expansion of the tourism, agriculture, forestry, manufacturing, and nuclear technology sectors.²² A summary of notable tourism, industry, economic, and service hubs in The Ottawa Valley and examples of local businesses showcasing the region's taste of place is presented in **Appendix 1: Notable Tourism, Industry, Economic, and Service Hubs.**

The Ottawa Valley has a rich history of agriculture and agri-food industries. The most common farm types are beef, field crops, oil seeds and grains, dairy, produce hay, soybean, corn, oats, winter wheat, barley, various fruits and vegetables, maple syrup, and honey. 2021 census data determined that Renfrew County included 296,674 acres of farmland, with 51% of this land allocated to field crops.²³ The Ottawa Valley's agricultural sector is significant, contributing to the employment of 4,800 people and \$128.48 million from the sale of main commodities to Canada's Gross Domestic Product (GDP) in 2021.²⁴

The Ottawa Valley is the largest county in Ontario, covering an area of 7,645 square kilometers.²⁵ The County features a 21-kilometer portion of the Kingston and Pembroke (referred to as the K&P) corridor, a multi-use recreational trail which stretches between Renfrew and Calabogie.²⁶

(County of Renfrew Trails). The region also contains a segment of the broader Ottawa Valley Recreational Trail called the Algonquin Trail, a multi-use corridor that spans 219 kilometres and passes through 10 municipalities.²⁷

The Ottawa Valley owns 53 separate forested areas of land referred to as the Renfrew County Forest (RCF). The RCF has achieved Forest Stewardship Council (FSC) certification and has committed to managing forested lands in a way that is environmentally appropriate, socially beneficial, and economically viable.²⁸ Over 50% of Renfrew County is forested Crown land that is open to public access. The region boasts “forested wilderness... extensive wetlands, mountains and over nine-hundred lakes”, creating opportunities for residents and visitors to enjoy “a broad range of four-season outdoor activities”.²⁹ The Ottawa Valley’s diverse geography makes it an attractive destination for those interested in white-water sports, hunting, fishing, snowmobiling, swimming, boating, and hiking.³⁰ Known as the Whitewater Capital of Canada, the region is home to some of the fastest, cleanest, warmest, and safest rivers in the country.³¹ **Figure 3** below depicts the distribution of forested land in Renfrew County. The green sections represent forested Crown land. Pikwakanagan is highlighted in yellow.



The Ottawa Valley has numerous key tourism development organizations that are focused on the growth and development of the industry. The Ontario's Highlands Regional Tourism Organization (RTO 11), is an independent, not-for-profit, provincially funded regional tourism organization aiming to develop and maintain tourism by leveraging the natural and built environmental, cultural, and societal assets of the region.³³

The Ottawa Valley Tourist Association (OVTA) is a not-for-profit DMO. The organization seeks to facilitate tourism in the area, promoting the Ottawa Valley as an attractive destination to domestic and international travelers alike.³⁴

Destination Ontario is a subset of the Government of Ontario's Ministry of Tourism, Culture and Sport. It aims to market Ontario to potential tourists both domestically and internationally. Destination Ontario seeks to "enhance tourism expenditures in Ontario and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships".³⁵ A crucial element of Destination Ontario's mandate is to undertake strategic marketing initiatives with the tourism industry, and work collaboratively with their federal counterpart, Destination Canada, to develop and enhance tourism both regionally and nationwide.³⁶

Culinary Tourism Asset Inventory

Evaluating the destination's food tourism assets begins with an understanding of types of businesses, their geographical disbursement, their ownership structure, and local perceptions on must-try food and beverage offerings.

The Ottawa Valley's culinary tourism asset inventory identified 254 businesses comprised of the following:

- Restaurants and Food Service Operators (130)
- Accommodation Businesses (44)
- Attractions (25)
- Food Growers and Producers (19)
- Beverage Producers (15)
- Markets (11)
- Retailers (5)
- Festivals and Events (4)
- Technology and Media (1)

While many businesses could fall within several business categories, this analysis utilizes the primary category assigned to the business by the OVTA. The OVTA team assisted in identifying a rating of perceived market readiness for each business. The scale summarizes a spectrum with business ready at one end, and export ready at the other. See **Appendix 3: Market Readiness Spectrum** for full descriptions. **Figure 4** below depicts the Ottawa Valley's culinary tourism value chain by business type.

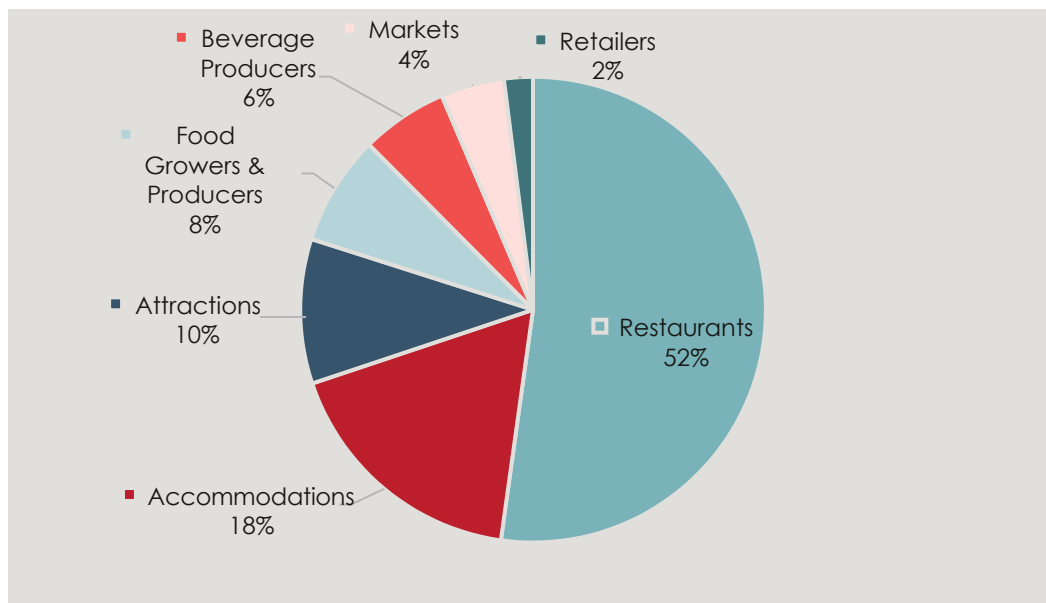


Figure 4. The Ottawa Valley's Culinary Tourism Value Chain.

Google Maps was used to depict the distribution of the Ottawa Valley's existing culinary tourism assets. **Figure 5** below depicts the geographic distribution of the region's assets by type, while **Figure 6** below depicts assets by perception of market readiness. The CTA's project team collected information on each business within the asset inventory through secondary desk research and publicly available information.

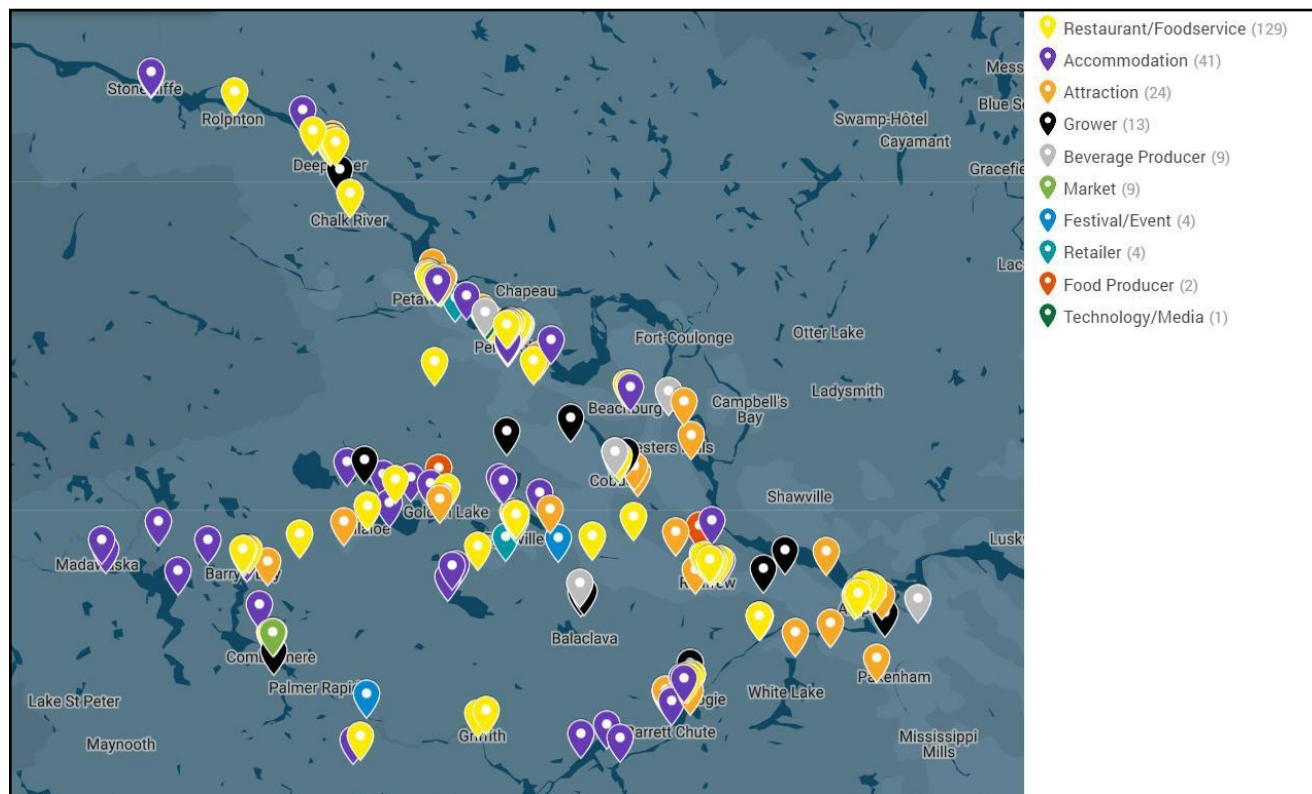


Figure 5. The Ottawa Valley's Culinary Tourism Value Chain by Asset Type.

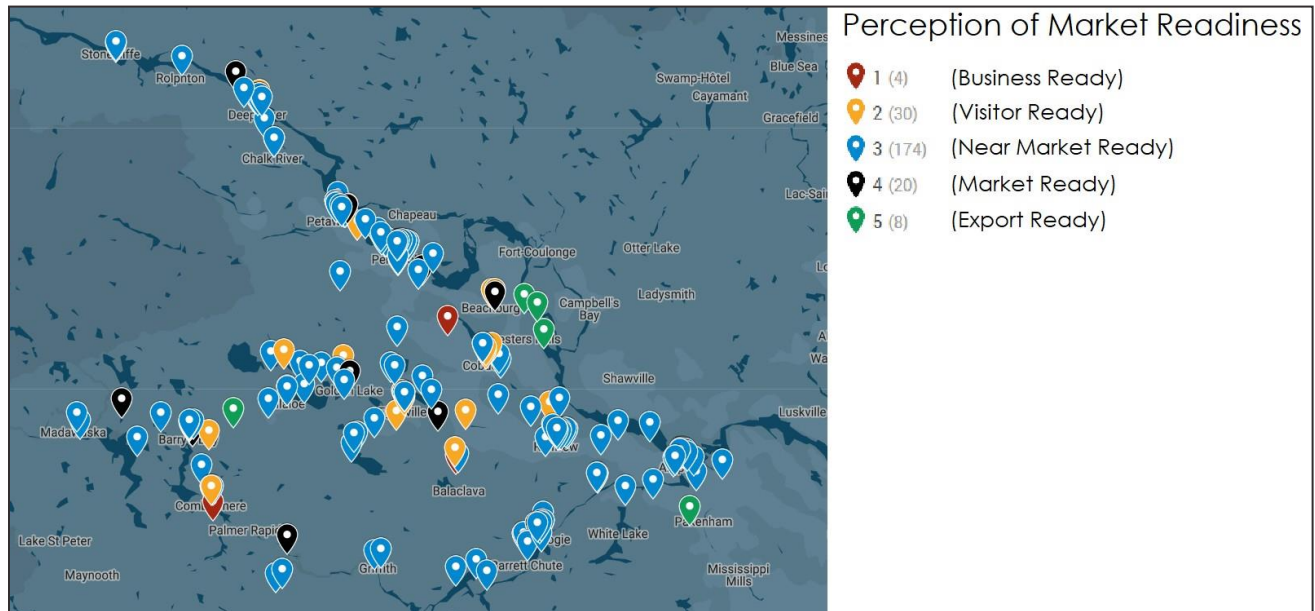


Figure 6: The Ottawa Valley's Culinary Tourism Value Chain by Perception of Market Readiness.

The Ottawa Valley has several highly established culinary tourism assets, but they are widely dispersed throughout rather than in a central location. To that point, travelling between destinations here requires access to a private vehicle, with limited inter-county public transportation options available. This analysis revealed that there are opportunities to both develop and expand businesses within the culinary tourism value chain in Golden Lake, Madawaska, Barry's Bay, Pembroke, and Petawawa.

There is potential to increase market and export readiness of businesses throughout the region, with most businesses currently being rated as "Visitor Ready" or "Near Market Ready". In Pembroke, one of the larger communities in the Ottawa Valley and a popular tourist destination, there are 20 businesses in the culinary tourism value chain representing a large cluster, yet, most are considered 'near-market ready'. Therefore, there is an opportunity to enhance business operations and improve marketing.

Key informants corroborated this research, noting that there is great potential to increase market-ready culinary tourism experiences for tourists. One key informant, the owner of a well-regarded restaurant, stated that they had trouble recommending other dining options for visitors due to the unreliability of culinary tourism establishments in their area. One key informant noted that where culinary tourism assets exist, other tourism infrastructure is often lacking.

Visitors to the Ottawa Valley are generally unaware of available culinary tourism experiences. Only 35% of survey respondents agreed that the motivation of travellers to the region is to experience food and drink, with 40% disagreeing with this sentiment. These revelations, in combination with most key informants identifying food as a secondary reason for tourists to visit

the Ottawa Valley, suggests that visitors are likely unaware of opportunities for culinary tourism experiences in the region.

Culinary tourism development not only needs to reflect regional food identities and associated foodways, but also needs to incorporate locally sourced ingredients and products. The majority (78%) of survey respondents confirmed that local food and drink is important/very important to their product and/or service offerings. Continued emphasis on locally sourced ingredients will bolster the region's tastes of place while simultaneously supporting sustainable economic development in the Ottawa Valley.

Ottawa Valley Farm to Fork is an example of an organization dedicated to producing sustainable, healthy food, strengthening the local economy, and integrating education on sustainable food systems into their products and services (OVFTF Website). They emphasize the importance of local farming and aim to connect consumers to local products. Ottawa Valley Food Co-Op (OVFC) is a non-profit organization based in Burnstown that provides an internet-based ordering system to connect consumers with local products, and local producers to customers. The organization "supports local food, seasonal eating, farmers' markets, farm gate sales, food literacy and food events" (OVFC Website). OVFC is driven by their core values of building healthy communities, facilitating environmental stewardship, promoting social justice, and contributing to vibrant local economies (OVFC Website).

Many key informants noted that insufficient market research, marketing, and advertising is the biggest challenge faced by businesses in the culinary tourism value chain in attracting visitation. Another key barrier to increasing visitation is the local resistance to change, with residents not embracing tourism development. One key informant stated that better educational strategies are needed to show local producers how to market their food products in the "modern age" so that they can relate to the desires of contemporary food tourists of all types. Evidently, there are opportunities for improvement when it comes to reframing culinary tourism marketing strategies in value-added terms, in ways that reflect contemporary tourist demands for food that is locally and/or ethically sourced, organic, and reflects tastes of place.

The CTA/OVTA in-person workshop demonstrated that there is a desire to increase education for businesses within the Ottawa Valley's culinary tourism value chain, with a suggestion from local stakeholders to integrate workshops, coaching sessions, and mentoring into the culinary tourism development strategy in order to enhance both business and marketing literacy. Key informants mentioned that lack of funding is another barrier in enhancing culinary tourism and attracting visitation. Key informants cited their inability to allocate funds toward marketing and advertising and expressed a desire to do so if there were culinary tourism grants available. For businesses in the Ottawa Valley's culinary tourism value chain, there is a need to improve education, training, and resources to improve perceived market readiness. This should involve an equity-centered approach that aims to address disparities in business strength between cities, towns, villages, and communities throughout the region.

Culinary Tourism Assets: Case Studies

Throughout the research process, several businesses were identified as exemplary existing culinary tourism assets. Many businesses were identified by stakeholders in the industry survey:

1. Whitewater Brewing Company
2. Wilno Tavern
3. Dog House Brewing Company
4. Fifth Chute Coffee
5. Hugli's Blueberry Ranch
6. Madawaska Coffee Company
7. Neat Coffee Shop
8. On the Rocks
9. Ottawa Valley Coffee
10. The Shed

Two that were mentioned most frequently were Whitewater Brewing Company and Wilno Tavern, both of which will be discussed in the case studies below. OWL Rafting is another case study exemplifying the integration of nature-based tourism and culinary tourism, which will be outlined in the last case study. These establishments serve as best practice examples and leaders in delivering culinary tourism experiences in the Ottawa Valley. Drawing on the success of these examples, the Ottawa Valley can identify how to further develop culinary tourism in the region.

Case Study 1: Wilno Tavern



Figure 7. Wilno's Tavern Exterior. **Photo Credit:** [Wilno Tavern](#).

The Wilno Tavern has been in operation for over 100 years and is well-known for hearty Polish fare and vibrant entertainment. The Ottawa Valley's extensive history of Eastern European migration means that as newcomers settled in the area, their traditional foodways collided with the economic, cultural, social, and political circumstances of the region. Wilno is a great example of a unique culinary experience, that offers a taste of place, based on foodways of immigrant histories.



Figure 8. Convivial Setting Inside Wilno's Tavern. **Photo Credit:** [Wilno Tavern](#).

Case Study 2: Whitewater Brewing Company



Figure 9. Left: Dining at Whitewater Brewing Co. **Right:** One of Whitewater's Unique Creations. **Photo Credit:** [Whitewater Brewing Company](#).

Whitewater Brewing Company is a good example of a business whose branding, marketing, and products, reflecting the history, heritage, culture, and foodways of the Ottawa Valley. It is today, one of the region's most recognizable and celebrated brands in local food and drink. The brewery uses renewable energy powered by low-impact hydro energy and is proudly "Canada's First Climate Neutral Brewery" (Whitewater Brewing Co. website). They also have committed to source local produce, ethically raised meat, and brewing ingredients whenever possible. Whitewater's creations are available in establishments throughout the Ottawa Valley, in LCBO locations, and are even distributed and widely available across the country.

Whitewater's widespread distribution channels have created brand familiarity across Canada, making it a distinctively local symbol of the Ottawa Valley. Whitewater Brewing Company's marketing success story is a good example of a brand that leverages and celebrates local and unique assets and heritage to deliver unique taste of place products and experiences.

Case Study 3: OWL Rafting



Figure 10. OWL Rafting's Smashed Egg Salad Sandwich with Homemade Aioli. **Photo Credit:** [OWL Rafting.](#)

OWL Rafting is an example of the integration of outdoor/nature-based tourism and culinary tourism. The Foresters Falls' business hosts tourists from around the world for its multi-day rafting adventures, inclusive of accommodations and food. While those seeking out these outdoor recreational experiences are not typically culinary tourists, they often find themselves surprised by the emphasis that OWL Rafting places on cookery, especially through the use of locally produced ingredients. In fact, the venue's Feast On certification indicates the importance they place on Ontario-produced ingredients. Herbs and edible flowers are sourced from a kitchen-garden, while some of their own staff members have produce farms from which OWL acquired corn, apples, lettuce, and kale when in-season. Madawaska Coffee – a small independent roastery that offers seasonal favourites and Reserve offerings and is known as Madawaska Valley's foremost producer of fresh-roasted quality coffees – is their exclusive supplier of that beverage. As a result of OWL Rafting's efforts, many visitors who would not necessarily identify as cultural tourists leave the Ottawa Valley with an enhanced understanding of local foodways. OWL Rafting exemplifies how bookable, all-day or multi-day package excursions can use local foodways to enhance their unique value propositions, while at the same time supporting other entrepreneurs in their own communities.

Target Markets

Key informants noted that visitors from provinces other than Ontario and Quebec were generally rare. International travellers varied by business type, but the majority of international visitors were from the United States and Europe. One luxury accommodation business reported that 30% of their visitors during autumn were from European countries including Germany, Belgium and the Netherlands. In the summer months, this is reduced to 10%. One outdoor adventure company reported that annually, approximately 15% of their visitors are international, while another reported 35%, 20% of which is from the United States.

OVTA does not have recent data on visitor origins, however key informants identified the following geographic target markets as the most frequent visitors to the Ottawa Valley:

1. **Ottawa and Surrounding Areas:** Primarily daytrips
2. **The Ottawa Valley:** Reflects strong local support for inter-county travel
3. **Toronto and the Greater Toronto Area (GTA):** Relevant for certain stakeholders e.g., Sands on Golden Lake Resort, and Anupaya Cabin Co., both of which consistently have a high proportion of visitors from the GTA
4. **Eastern Ontario**
5. **Quebec:** Specifically, Montreal and surrounding areas

Key informants identified that the following target markets are important to attract in order to increase visitation to the Ottawa Valley:

1. **Day-Trippers:** Lack of accommodations makes overnight stays less viable
2. **Active Tourists:** Visitors not looking for luxury who may bring their own accommodations e.g., campervans, motorhomes, or tents
3. **Adventurers:** Enjoy the appeal of wilderness close to the city and can include but is not limited to mountain-bikers, kayakers, canoers, fisherman, hikers, snowmobilers, cross-country skiers, and downhill skiers. Regional whitewater rafting companies such as OWL Rafting attract high visitation to the area and are a good example of how to be successful in doing so
4. **Cottagers:** a key market to capitalize on in the summer months. Attracting visitation by this segment would likely lead to repeat businesses each year
5. **40–65-Year-Olds:** Professionals who work from home
6. **Immigrants:** Especially those from Ottawa, who are more inclined to travel in large, multi-generational groups
7. **Couples:** Young professionals with a disposable income
8. **Health and Wellness Tourists:** Seeking outdoor recreation and healthy living opportunities and are inclined to spend money
9. **Young Singles:** Professionals with a disposable income who are Inclined to identify as foodies

The Ottawa Valley's most prominent accommodation types are B&Bs, cottages, cabins, and campsites. By contrast, visitors who identify as foodies are likely to prefer to stay in hotels. Therefore, the region's limited supply of hotels is a barrier for visitation by the target markets for culinary tourism development.

Destination Ontario developed a report detailing target markets in Ontario for 16 tourism experiences.³⁷ Three experiences are key for culinary tourism development in the Ottawa Valley, because OVTA's Culinary Tourism Development Strategy incorporates all of the following:

1. **Foodie Destinations, Food Trails & Festivals**
2. **Breweries, Cideries & Distilleries**
3. **Farmers' Markets**

Foodie Destinations, food trails, and festivals are most popular among older suburban and rural families and couples with above average incomes, upscale middle-aged families, mature couples and singles, and mature Indigenous empty-nesters. Increasing the number and variety of food trails was identified by local stakeholders at the CTA/OVTA in-person workshop as an area to dedicate attention toward.

Breweries, Cideries, and Distilleries, on the other hand are most popular among middle-aged and older suburban families, retired suburban empty-nesters, families with school-aged children, and mature couples. Data collected by the CTA indicates that Whitewater Brewing Company, and to a lesser extent, Calabogie Brewing Company, are considered by local stakeholders as central facets of the Ottawa Valley's culinary tourism industry and food identity. Additionally, as Whitewater Brewing Company is available nation-wide, the identity associated with this brand transcends the geographic boundaries of the Ottawa Valley.

Farmers' Markets are most popular among families with adult children, mature empty-nesters, suburban couples, urban couples, families in rented apartments. The Taste of the Valley event series is a central hub for local ingredients and products, running annually throughout the summer and fall to connect visitors and locals to farmer's markets.

Visitor Data

The Tourism Sentiment Index (TSI) is an annual report that evaluates tourism assets, and visitor attitudes/emotions toward a destination. (TSI) Live's Tourism Sentiment Snapshots tracked online conversations about the destination in real time for five fiscal quarters over two years to measure the metrics, including what was mentioned as being the most appealing elements of a destination. Studying Tourism Sentiment Snapshots illuminates how potential tourists perceive the destination. These metrics reflect the effectiveness of destination marketing efforts from the recent past by highlighting any gaps or discrepancies between messages intended by a DMO and the message received by the individual.³⁸

The Ottawa Valley was monitored between April 2021 – June 2022 to evaluate tourist perceptions of the region. The most consistently mentioned appealing elements of the region related to outdoor recreation and nature, the Ottawa Valley is a strong destination for nature and outdoor recreation. However, this evaluation also revealed that restaurants, take-out, shopping, and Indigenous cultural attractions have been increasingly less commonly mentioned over the last year; as these elements are inherently linked to culinary tourism development, it is crucial to give them focused attention.

These trends are corroborated by the data collected during the CTA/OVTA in-person workshop. Workshop participants noted how local restaurants, accommodations, and other tourism services often lack the necessary capacity to cater to the influx of tourism that the Ottawa Valley has seen in the wake of COVID-19. Additionally, there was mention of a need for guidance, expertise, and mentorship for businesses to effectively grow and experience longevity.

Current State

The Ottawa Valley is well-positioned to offer a variety of unique food and drink experiences, especially in connection to Indigenous and nature-based/outdoor tourism. The region has a range of natural and agricultural features including rivers, trails, wetlands, forests, vistas, and a diversity of flora, fauna, and agricultural production. The Ottawa Valley has a range of culinary tourism assets such as local festivals, food trails, and agricultural fairs, including but not limited to the Renfrew Fair, Renfrew Craft Beer and Food Truck Festival, Laurentian Valley's Tapas and Trails, Laurentian Valley Fall Flavours Festival, Whitewater Inn's Farm to Fork Series, The Tap and Cork Route, and Taste of the Valley.

There is also a strong understanding of the importance and a high interest by industry members in developing culinary tourism in the region. Local municipalities and key tourism organizations have demonstrated an interest in developing and growing culinary tourism as well as Indigenous food tourism experiences. These resources should be considered when developing culinary tourism, especially food and drink experiences that cater to current industry trends and target markets.

However, considerations should be made on how to build awareness of the region's local products, food, and drink through marketing and promotion among visitors. Additionally, any culinary tourism development actions should consider supporting partnership development through networking opportunities that build awareness among industry stakeholders about the offerings and initiatives that other businesses in the Ottawa Valley are doing.

Strengths

1. Friendly and welcoming residents and business owners.
2. Strong interest from stakeholders in developing culinary tourism.
3. A variety of established outdoor recreation experiences.
4. Proximity to Algonquin Park.
5. Proximity to highways draws in visitors passing through.
6. Proximity to urban centres such as Ottawa and Kingston.
7. Abundance of natural features e.g., the Ottawa River and the Bonnechere Caves.
8. Strong agricultural sector.
9. Unique Indigenous histories and contemporary community.
10. Compelling immigrant histories.
11. Annual culinary events e.g., Renfrew Fair, Renfrew Craft Beer and Food Truck Festival, Taste of the Valley.
12. Established culinary trail (Tap and Cork Route).
13. Existing distinct brands associated with identity.
14. Market is far from being oversaturated.

Weaknesses

1. Current availability of accommodations not conducive to culinary tourism development.
2. Infrastructural issues (mobile and internet access, transportation, roads, lack of public washrooms).
3. Limited inter-county access without a private vehicle.
4. Regional cultural identities and foodways not obviously or coherently celebrated.
5. Market-ready experiences are geographically dispersed.
6. Seasonality and inconsistency in visitor numbers throughout the year.
7. Many culinary assets are seasonal.
8. Resistance to change from local residents.
9. Increase in food prices impacting food quality.
10. Labour shortages and issues retaining staff.

Looking Ahead

The Ottawa Valley has great potential to develop culinary tourism and attract a variety of visitors through multisensory experiences connected to tastes of place and regional food identities. The region can differentiate itself from larger urban centers and other rural communities by highlighting its distinct foodways that connect to nature, outdoor recreation, Indigenous peoples, farms, and the influence of Algonquin Provincial Park. There is an opportunity to elevate and diversify culinary tourism experiences that target the key visitor segments of the region.

Opportunities

1. Foster partnerships, collaborations, and networking opportunities among industry stakeholders and communities.
2. Support industry in addressing culinary tourism gaps.
3. Build awareness of existing businesses and experiences.
4. Increase availability of culinary experiences in the shoulder season.
5. Integrate culinary elements into existing outdoor and nature-based tourism experiences.
6. Equip businesses in the culinary tourism value chain with tangible and actionable steps to improve their market-readiness.
7. Collaborate with Indigenous communities to facilitate the development of culinary tourism experiences.
8. Leverage unique immigrant histories and identities to bolster existing tourism experiences and create new ones.
9. Capitalize on industry trends toward rural, remote, and culinary tourism.
10. Utilize abundant farmland and access to local produce through farmers' markets and local food groups to develop culinary tourism.
11. Majority of the region's businesses are considered near-market-ready, which means reasonable capacity building efforts can increase the number of market-ready businesses.

Challenges

1. Limited capacity for small producers/businesses who are key to leveraging the foodways of the region.
2. Lack of consumer awareness of local product offerings.
3. Perceived and real barriers to promoting food due to licences, permits, and regulations.
4. Limited marketing and advertising.
5. Insufficient and/or ineffective signage and wayfinding.
6. Underdeveloped business and marketing literacy within the culinary tourism value chain.
7. Shortage of market-ready culinary experiences.



3-Year Strategic Plan

3-Year Strategic Plan

Our vision for the Ottawa Valley Culinary Tourism Development Strategy 2023 – 2025 is to see food become an integral contributor to tourism and prosperity in the Ottawa Valley. This research has shown that as a destination, the Ottawa Valley is well positioned to grow food tourism and demonstrate leadership in cross-cultural community-led collaboration. With so many existing assets and local stakeholders who are aligned in their understanding and vision for the region, engaging businesses along the culinary tourism value chain through this strategic plan will help enhance and showcase the unique selling propositions of the Ottawa Valley to domestic and international food tourists.

The 3-year strategic plan was developed in alignment with the OVTA's 2021 - 2023 Strategic Plan and therefore focuses on developing a culinary tourism strategy that fosters collaborative destination development and integrates the unique foodways and food experiences of the area into the region's broader tourism framework.

The analysis reveals many opportunities to develop culinary tourism in the Ottawa Valley (**Table 1**). These opportunities have been grouped into four key areas. Within each area are suggested actions the OVTA should take to pursue these opportunities. Actions are outlined in Immediate Actions (to be completed in the 1st year of the strategy) and Short-Term Actions (to be completed in the 2nd and 3rd years) summarizes the actions into a strategic framework and implementation plan.

Table 1: Strategic Framework & Implementation Plan 2023-2025

Area of Opportunity	Immediate Action (Y1)	Short-Term Action (Y2-Y3)
1.0 Improve stakeholder awareness and appreciation for regional food identities and foodways.	1.1 Conduct historical foodways research. 1.2 Consult stakeholders to verify the cultural significance of these histories and draw connections between today's foodways.	1.3 Raise awareness among industry and residents of regional food identities through meetups, resource sharing, member communications (e.g. Newsletters), and storytelling workshops. 1.4 Incorporate newly acquired foodways knowledge into marketing and promotion of regional food identities.
2.0 Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain.	2.1 Identify training and capacity building needs to increase business and marketing literacy among operators. 2.2 Connect operators along the culinary tourism value chain with training resources, and/or provide dedicated coaching opportunities.	2.3 Reassess business and marketing literacy among culinary tourism value chain operators annually and provide support.
3.0 Support the development of new and/or enhanced culinary and agritourism experiences.	3.1 Facilitate partnership development and collaboration through introductions and networking workshops.	3.2 Foster partnerships between culinary and non-culinary tourism businesses. 3.3 Develop a culinary tourism ambassador program. 3.4 Produce culinary tourism best practices toolkit and distribute to stakeholders. 3.5 Refresh the asset inventory annually to identify opportunities for tourism product development and promotional purchasable packages.
4.0 Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts.	4.1 Incorporate culinary as a key pillar within the OVTA's broader marketing strategy.	4.2 Plan seasonal promotions that drive visitors to businesses along the culinary tourism value chain. 4.3 Create inspirational content based on existing culinary assets which include itineraries that center food and agritourism.

		<p>4.4 Coordinate marketing efforts with identified local food groups and annual events.</p> <p>4.5 Pitch this content to media outlets and consider hosting a familiarization tour for food writers and social media influencers.</p> <p>4.6 Align key culinary tourism messages with marketing partners to amplify your efforts.</p> <p>4.7 Elevate and expand the Tap & Cork Route through enhanced website, additional storytelling, wayfinding, and seasonal activations.</p>
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Opportunity 1: Improve stakeholder awareness and appreciation for regional food identities and foodways

Immediate Actions

1.1 – Conduct historical foodways research

Conduct archival and ethnographic interview research into the histories of Indigenous peoples and immigrants who have contributed to the Ottawa Valley's cultural fabric and identity in relation to regional foodways. Key partners in undertaking archival research will include Library & Archives Canada, City of Ottawa Archives, Heritage Renfrew, Renfrew County Museum Network, l'Association Communauté Francophone de l'Ontario, and the Multicultural History Society of Ontario. Oral History Association may also serve as a strategic partner, especially for understanding ethnographic research best practices.

1.2 – Consult stakeholders to verify the cultural significance of these histories and draw connections between today's foodways

Liaise with cultural stakeholders to verify the accuracy and cultural significance of these histories as they apply to better understanding today's regional food identities and foodways. Look for evidence of these food identities in ways food is sourced, celebrated, and prepared today, as well as the marketed offerings available to visitors. Key partners for this step include Indigenous Tourism Ontario (ITO), Indigenous Tourism Association of Canada (ITAC), local community organizations that preserve the histories of specific ethnic groups such Germania Club Pembroke and the Wilno Heritage Society, and groups that are shaping and evolving foodways today such

as the Ottawa Valley Food Co-op, Taste the Valley, producers, added-value food and beverage companies, and Chefs.

Short-Term Actions

1.3 – Raise awareness among industry and residents of regional food identities through meetups, resource sharing, member communications (e.g. Newsletters), and storytelling workshops

Doing this will not only increase pride of place and awareness for personal and shared histories, but also arm members of the culinary tourism value chain with the contextual knowledge they need to improve their storytelling. This could include preparing research summaries about regional food identities or a list of recommended storylines. It can also lead to innovative tourism product and experience development since great culinary tourism experiences are rooted in local foodways.

1.4 – Incorporate newly acquired foodways knowledge into marketing and promotion of regional food identities

Celebrate regional food identities by telling the stories of local foodways and the people behind them, across OVTA's marketing and promotions. This could also involve developing themed programming for existing food and cultural events such as Taste of the Valley. These stories are an opportunity to highlight what makes the Ottawa Valley's history, landscapes, people, and foodways unique, and inspire people to explore it through food-forward experiences.

Opportunity 2: Increase business and marketing literacy, to grow the number of market-ready businesses within the culinary tourism value chain

Immediate Actions

2.1 – Identify training and capacity building needs to increase business and marketing literacy among operators

Analysis of stakeholder surveys and key informant interviews revealed that operators along the Ottawa Valley's culinary tourism value chain would benefit from training in areas such as business and marketing literacy. While there are several culinary tourism assets and businesses across the region, many fail to attract culinary tourists, or have questions about how to grow their business through tourism. Furthermore, there is an opportunity to elevate existing experiences to become 'market-ready' or 'export-ready' which will help organizations like the OVTA promote the culinary experiences while being certain that they can meet or exceed visitor expectations.

The first step in this process should be identifying the key areas where support, training and resources are needed through further analysis of the Stakeholder Database, member feedback, and/or surveys. This will help establish a baseline and set annual goals for increasing overall culinary tourism business and marketing success.

2.2 Connect operators along the culinary tourism value chain with training resources, and/or provide dedicated coaching opportunities

Create and share an inventory of readily available online resources or connect operators to government services such as Enterprise Renfrew County (ERC), to access the required business and marketing literacy support. Consider offering dedicated one-on-one business and marketing coaching as well as expanding the scope to include tourism training.

Short-Term Actions

2.3 Reassess business and marketing literacy among culinary tourism value chain operators annually and provide support

Follow-up with operators who received resources or coaching to assess the outcomes and impact of the training. Evidence of improved literacy may include business profitability or expansion, and improved marketing collateral, reach and engagement. The culinary tourism landscape is constantly shifting and evolving. Therefore, there will be a need to reassess, at least on an annual basis, which businesses in the Stakeholder Database need support to improve their business and marketing literacy. Businesses who may not today consider themselves part of the tourism industry, may fall along the culinary tourism value chain. They could potentially benefit from tourism training as well.

Opportunity 3: Support the development of new and/or enhanced culinary and agritourism experiences

Immediate Actions

3.1 Facilitate partnership development and collaboration through introductions and networking workshops

Partnerships are a great way to develop new and enhanced culinary tourism experiences since businesses can combine skills and resources they already have. The OVTA can play an important role in helping spark collaborations and establish formal partnerships by organizing regular (semi- annual or annual) events focused on new and enhanced culinary tourism experience development. These events could have an informal structure where operators come together to share updates and work through challenges, or a formal structure that includes capacity- building or guest speakers, focused on a specific topic. The OVTA should keep a log of all new ideas generated at the sessions and follow-up with businesses as they

develop and launch their new or enhanced experiences. Facilitation can also be as simple as providing personalised introductions between operators who may have some challenges or opportunities in common, or may have complementary skills or experiences.

Short-Term Actions

3.2 Foster partnerships between culinary and non-culinary tourism businesses

Make connections between culinary and non-culinary tourism businesses so that local tastes of place and ingredients are incorporated into all types of tourism experiences. Any tourism business offering food and drink as part of their package, could enhance their experience by incorporating locally sourced food and drink. For example, a festival promoting the Ottawa Valley's nature-based assets such as the Water & Dirt Festival can include local food vendors who celebrate local ingredients and foodways through their menus.

3.3 Develop a culinary tourism ambassador program

Develop a culinary tourism ambassador program or network which would involve partnering with local best-in-class entrepreneurs along the culinary tourism value chain to participate in marketing activities and/or share best practices with aspiring culinary tourism operators. Ambassadors would receive media training and have a baseline knowledge of the culinary tourism assets and experiences to champion culinary tourism in the Ottawa Valley. The program could be industry-facing, or consumer-facing, or both.

3.4 Produce culinary tourism best practices toolkit and distribute to stakeholders

Once key areas of focus for training and capacity building are identified, the OVTA should develop a culinary tourism best practices toolkit to distribute to stakeholders. This toolkit would include story ideas related to the identified marketable regional food identities, as well as inspiration and tools to help entrepreneurs develop experiences in alignment with them. Generally, this would take the form of a document of 10-30 pages and could include worksheets or links to other resources.

3.5 Refresh the asset inventory annually to identify opportunities for tourism product development and promotional purchasable packages

Use the Stakeholder Database to refresh the local asset inventory. Identify strengths, emerging themes, or synergies among groups or clusters of businesses and from these consider creating inspirational itineraries, or purchasable tourism packages. For examples, three restaurants could partner with a local farm, distillery, and hotel to offer food-centered weekend getaway.

Opportunity 4: Increase awareness of the Ottawa Valley as a culinary destination through marketing efforts

Immediate Actions

4.1 Incorporate culinary as a key pillar within the OVTA's broader marketing strategy

Stakeholder surveys revealed opportunities to increase awareness about the Ottawa Valley's culinary tourism product. To achieve this, culinary can remain a secondary and complementary storyline to other main draws like whitewater rafting, cycling, or skiing, activities that – according to surveys – strongly represent regional identity. By complementing existing draws with culinary, the overall tourism product can evolve as the narratives on regional identities are consolidated and are supported by more taste of place experiences. It should nonetheless be incorporated into the OVTA's broader marketing strategy as a key pillar.

Short-Term Actions

4.2 - Plan seasonal promotions that drive visitors to businesses along the culinary tourism value chain

Special emphasis can be placed on produce that is seasonal to the region at specific times. For instance, promotions can center on maple syrup as winter turns to spring. These promotions could include purchasable packages, or a passport program, or prix-fix seasonal menu item.

4.3 - Create inspirational content based on existing culinary assets which include itineraries that center on food and agritourism

Add content to the OVTA website such as inspirational stories and itineraries of the food and agritourism experiences on offer, as well as the stories of the products and people behind these local foodways. Incorporate these stories into social media posts through high-quality imagery and engaging descriptions.

4.4 - Coordinate marketing efforts with identified local food groups and annual events

Ensure that key messages about culinary are aligned and help drive increased awareness for the region as a culinary destination. This may involve preparing a media kit or short creative brief with storylines and core messages to share with partners.

4.5 - Pitch this content to media outlets and consider hosting a familiarization tour for food writers and social media influencers

Once foundational research around local foodways have been completed, marketable local food identity stories are outlined, and there are a higher number of market and export-ready culinary tourism experiences, develop a strategy to get earned media by hosting a familiarization (FAM) tour for food writers and social media influencers. Provide them with suggested topics and top experiences.

4.6 – Align key culinary tourism messages with marketing partners to amplify your efforts

Inform strategic partners about your culinary tourism development strategy and how culinary fits into your marketing strategy. Consider how they are leveraging culinary in their marketing activations and how you may be able to better align. The OVTA should work to promote the Ottawa Valley as a culinary tourism destination through strategic marketing partnerships with Ontario's Highland's Tourism Organization (RTO11), as well as neighboring DMOs (Haliburton Highlands Tourism, Ottawa Tourism and Pontiac Tourism, and by tapping into channels that already have the attention of food tourists. These include ontarioculinary.com (through the Culinary Tourism Alliance) and numerous, popular food blogs. Certifications also present a crucial opportunity for the OVTA to establish the Ottawa Valley as a culinary destination. The OVTA should encourage businesses to get Feast On certified.

4.7 – Elevate and expand the Tap & Cork Route through enhanced website, additional storytelling, wayfinding, and seasonal activations

The Tap & Cork route is an incredible resource and fantastic platform for the OVTA to showcase the region's foodways and attract culinary tourists. The OVTA should leverage knowledge obtained through archival and ethnographic research about immigrant histories to connect beverages on the Tap & Cork Route to their cultural heritages through enhanced storytelling. For instance, many beers are connected to other countries and their diaspora communities. These histories can be used to tell a story about how the beverage arrived in the Ottawa Valley. The OVTA could also consider new digital activations for the trail such as through apps and gamification. Physical wayfinding and roadside signage could help increase the visibility of the route. The OVTA should develop seasonal promotions that align other existing culinary festivals and events such as the Renfrew Craft Beer and Food Truck Festival.

Conclusion

Visitors are increasingly looking for immersive travel experience that enable them to engage more deeply with the destinations they visit. The shift in the tourism industry towards experiential travel has contributed to the global rise of culinary tourism. The Ottawa Valley has a real opportunity to capitalize on this industry trend by making food and drink a new and enhanced driver of visitation and a tool with which to enhance existing tourism experiences in the region.

Virtually any experience can be enhanced by incorporating food and drink. For the Ottawa Valley, culinary tourism development means considering the broader tourism offerings of the destination and determining how food and drink can be used to incentivise visitors to visit, stay longer, and spend more. As an established gateway to Canada's capital, the Ottawa Valley is well-positioned as a hub to grow culinary tourism in and across the region.

The Ottawa Valley's distinct high seasons mean there is an opportunity to increase visitation from tourists by capitalizing on existing and emerging culinary tourism experiences. The Ottawa Valley is well positioned to develop culinary tourism in an authentic way; that is, in a way that connects the region's unique foodways to the plethora of tourism assets that already exist.

Culinary tourism growth depends upon the contributions of many to develop tourism products and experiences that are unique and authentic. This is why some proposed actions can be successfully completed immediately, and others require longer timelines that involve community-building, partnership development, and ongoing collaboration.

There is considerable energy around culinary tourism development in the Ottawa Valley and it continues to stand out as having a highly engaged culinary tourism community. With this momentum, the destination can take the lead on integrating great food and drink into tourism experiences of the Ottawa Valley.

Appendix 1: Notable Tourism, Industry, Economic, and Service Hubs

Pembroke

Pembroke has long been associated with the lumber trade, producing wood and paper products and other light manufacturing. Pembroke is the largest commercial and service centre for the region.³⁹ It is also known for being home to the first commercial power plant in Canada.⁴⁰ French settlement took place in the 17th century when Samuel de Champlain rose to fame in the context of the regional fur trade. This French influence can be seen in Pembroke today. The ACFO - Champlain is a non-profit organization dedicated to the development and growth of Francophones in the Ottawa Valley, promoting both language and culture and is based in Pembroke.⁴¹ A notable existing culinary tourism asset in Pembroke is the Nook Creperie reflecting this historic French influence. There is also a substantial population of German immigrants who settled in Pembroke and surrounding areas between 1858-1900.⁴² In 1955, a meeting of recent German immigrants in Pembroke resulted in the formation of a social club called Germania Club Pembroke to serve the needs of German-speaking ethnic groups, focused on maintaining and enhancing the already established German cultural heritage in the area. Today, about 20% of the Ottawa Valley's population is of German descent.⁴³

Petawawa

Petawawa is home to Garrison Petawawa, operated as the Canadian Army's largest military base. It is located along historic fur trade routes in the Ottawa Valley.⁴⁴ Approximately 6,000 people that are directly connected to the base live in local communities across the region.

Barry's Bay

Barry's Bay is approximately 60 kilometers from Algonquin Provincial Park, Ontario's oldest and most famous provincial Park.⁴⁵ Its vast landscape and recreation opportunities attract adventurers and outdoor enthusiasts including hiking and camping. Barry's Bay's close proximity to Algonquin Park is considered a definite asset by local stakeholders, as determined in the CTA/OVTA in-person workshop.

Wilno

In 1864, the first group of Polish immigrants to Canada established a settlement in the County of Renfrew, near modern-day Wilno. These approximately 300 immigrants rapidly established a robust agricultural community.⁴⁶ The early 1900s saw a new wave of Polish immigrants peaking in the 1950s. 1986 census data registered 612,105 Polish Canadians, making it the fifth-largest Canadian minority at the time.⁴⁷ Wilno is now regarded as Canada's first Polish settlement, Polish cultural heritage is still evident in the Ottawa Valley today. The Wilno Heritage Society and the Polish Kashub Heritage Museum celebrate Canada's unique Polish cultural heritage through historical preservation and education.⁴⁸ Wilno also hosts an annual Polish cultural celebration "Polish Kashub Day".

Renfrew

The Town of Renfrew is possibly most well-known for being the birthplace of the National Hockey League (NHL), a draw for hockey-loving visitors⁴⁹. This rich hockey history remains as Renfrew is the production site for Renfrew Pro Hockey Tape – the choice of hockey tape for the NHL.⁵⁰

In the 1850s, the first agricultural exhibition was held, making the annual Renfrew Fair one of the oldest in Canada.⁵¹ The Renfrew Fair is known as "The Greatest Fair in the Ottawa Valley"⁵² and showcases agricultural products and activities, beer gardens, and food offerings. In 2022, the 167th iteration of the Renfrew Fair drew in over 20,000 people.⁵³

Arnprior

Arnprior had a long history of textile production before the demise of the Kenwood Mills factory, which was known for their wool blankets. Arnprior and surrounding towns close in proximity to Ottawa have seen rapid population growth since 2016 alongside the expansion of the Trans-Canada Highway (Hwy 417).⁵⁴ In 2021, Arnprior was recognized as being the second fastest growing community in eastern Ontario.⁵⁵

Calabogie

Calabogie is a small ski village on the shores of Calabogie Lake. What was originally a lumber and mining hub is now centered around the tourism industry. Calabogie Peaks ski resort, a four-season resort renowned as the "tallest public ski resort in Ontario", is a focal point and offers visitors a range of outdoor recreation options as well as accommodation and dining.⁵⁶ The recent opening of On the Rocks restaurant and Oh-El-La Café have helped to elevate the culinary offerings in the Village and provide an opportunity to enhance the local tourism offering.

Douglas

Douglas is a small village that is considered the "Irish Capital of Canada", despite lacking a distinct Irish cultural presence. What was once a bustling municipality is now a village with limited commercial capacity but one main existing culinary tourism asset to nurture.⁵⁷

Burnstown

Burnstown is a village known for "world-renowned artists, unique galleries, shops, and eateries, all housed in heritage buildings".⁵⁸ Both Neat Coffee Shop and Blackbird Café have a strong culinary presence in Burnstown, with the former also offering accommodation and live entertainment such as comedy shows and concerts.

Eganville

Eganville is known as the Ordovician Fossil Capital of Canada, home to coral, crinoid, trilobite, and brachiopod fossils. Eganville boasts the Bonnechere Caves, said by geologists to have been the bottom of an ancient sea approximately 500 million years ago.⁵⁹ Despite being a small community, Eganville does have some notable existing culinary tourism assets. The Bonnechere Caves' underground dining experience combines a tourism experience with a culinary tourism experience and is a popular excursion for visitors to the area. The Granary Restaurant in Eganville serves traditional German fare, reflecting the history of German settlement in the Ottawa Valley. The Township of Bonnechere Valley hosts a dinner on the bridge for Canada Day in the Village of Eganville, providing an opportunity to integrate local foodways into this already existing tourist attraction.

Cobden

Cobden is a small community located roughly halfway in between Renfrew and Pembroke on Highway 17. Cobden hosts an outdoor farmers' market from May through October and features a variety of locally grown and handmade products.⁶⁰ The community is also co-host of a Taste of the Valley event each October, which is the largest gathering of local food producers and makers in Renfrew County.

Located in the neighboring community of Beachburg, the Whitewater Inn hosts a series of Farm to Fork dinner in collaboration with area farmers and food producers. Insights from the CTA/OVTA in-person workshop indicate that the business is planning to expand their existing culinary tourism experiences. The Whitewater Inn intends to host its first "Hot and Spicy Night" series in the winter of 2022/2023, where visitors can sit outdoors on furniture made of snow around a bonfire and eat and drink. This proposed culinary tourism experience is a great opportunity to

embrace and showcase local foodways connecting outdoor experiences with local ingredients and product offerings.

Deep River

Located along the shores of the Ottawa River, Deep River is the neighbouring community to Canadian Nuclear Laboratories - Canada's premier nuclear science and technology organization. The facility is a major site for nuclear research and technology development. There are approximately 3,000 personnel associated with the work of CNL.⁶¹

Appendix 2: Existing Culinary Tourism Festivals and Events

Asset	Summary	Organizer/Operator	Timing
Renfrew Craft Beer and Food Truck Festival	Live music, local breweries, and food truck vendors	Town of Renfrew	1-Day annual event in October
Tapas and Trails	Award-winning series of culinary adventure tourism hikes that supports charities	Laurentian Valley/Aqua Event Management	1-Day annual event in July
Fall Flavours Festival	Features food contests, craft breweries and spirits, handmade market, food vendors, yoga, and live entertainment	Laurentian Valley	1-Day annual event in September
Farm to Fork Series	Small-group dining experiences using fresh local ingredients that showcase the region's unique cultural heritage	Whitewater Inn	Events available throughout the year
Tap and Cork Route	Self-guided tour showcasing the region's best wines, beers, ciders and spirits	OVTA and Pontiac Region	Year-round (participants create their own itinerary based on time of year and business hours)
Taste of the Valley	Series of events that promotes and supports local food producers	County of Renfrew	Seasonal (August through November)
Renfrew Fair	Agricultural fair with livestock events, exhibits, art, local produce, food, and vendors	Renfrew Agricultural Society	Multi-Day annual event in September

Appendix 3: Market Readiness Spectrum

The following scale was used by the the OVTA Project Team to rate the businesses along the culinary tourism value chain (in the Stakeholder Database), according to current and readily available knowledge about the business and public facing marketing assets.

What is 'Perception of Market Readiness'?

Market readiness criteria helps tourism marketers understand whether a "product" or experience is ready or appropriate to be launched into a particular marketplace i.e. marketed. It lets them know whether this is better suited for locals or international visitors and whether the experience can handle the additional travel that international promotion would garner. It also helps you understand if a certain type of visitor's expectations will be met.

Market readiness is a spectrum... and almost every destination has its own criteria or categories. When we talk about food tourism and market readiness, we generally talk about five key points on the spectrum:

Business Ready (1)

Being business ready means that one has filed for a business license and can sell and/or offer a product. That includes permits and insurance as well. Maybe you have a phone line and a bare bones website letting folks know what it is you offer. In most provinces, this is the bare minimum required to operate a business.

Some food and drink businesses stay at this point on the spectrum for their entire existence because they are not interested in providing a tourism experience.

Visitor Ready (2)

Visitor ready means the business has all the boxes checked for "Business Ready" but is also ready to accept local visitors. That means having signage on the property people can easily find them, they offer tourism experience (even if it's bare bones), and providing some method of communicating with customers year-round (even if that's an automated message out of season). This is the basic level of readiness to conduct tourism operations in Ontario.

Near Market Ready (3)

Most businesses fall into the near market readiness category in Ontario. Here are some common criteria we look at to qualify a business as near market ready:

- They meet visitor ready criteria.
- They provide a published pricing policy.

- They have marketing materials such as a brochure, rack card or website.
- They have claimed their google listing and keep hours of operation up to date.
- They have a few amenities to make travel easier including site-based parking in close proximity and washrooms available for visitors.
- During their operating season, they maintain a quick, <24-48-hour response time for reservations and booking requests.
- They are active on at least one relevant social media channel.

Market Ready (4)

Market Readiness means that the business has met all the previous criteria, and also practices food marketing and is looking to attract visitors from outside your community. That includes: Keeping their website and social media UP TO DATE – regularly. That includes your google listing, trip advisor page and other review sites.

- Keeping regular and posted business hours, with no exceptions.
- Have high resolution images and video footage for promotional and training purposes.
- Have frontline staff who are trained in customer service and provide storytelling moments.

Export Ready, or Travel Trade Ready (5)

Export ready refers to a business that markets to and through travel trade distribution sales channels, understands commission or net rate pricing, agrees to trade bookings and has a cancellation policy. Common things our national tourism board looks for in export ready businesses:

- Been in business at least one year, with a proven track record for safe and professional operation.
- Demonstrate an adequate budget and marketing plan that includes international tourism operators.
- Understand the roles played by receptive tour operators, tour operators, travel wholesalers, and retail travel agents and understand rack or retail pricing, agent commissions and wholesale net rates at each level.

- Are willing to include receptive tour operators in your marketing and sales plan and provide contracted wholesale net rates to receptive tour operators.
- Provides detailed pricing and program information to tour operators and wholesalers at least one year in advance of selling season.
- Are prepared to set up billing arrangements with the tour operator, wholesale agency or receptive tour operator.
- Ensure they are able to accommodate and adapt to the needs of the market (e.g., tour bus access and parking, washroom facilities, maximum group size, group pricing, and frontline staff that speak the language of your target markets), If they plan to pursue group business.
- Carry adequate insurance (discuss this with your receptive operator as sometimes they can add suppliers to their existing policies at nominal cost).
- Provide support (free or reduced rates) for international media and travel trade familiarization tours.
- Offer currency exchange rates consistent with industry norms.

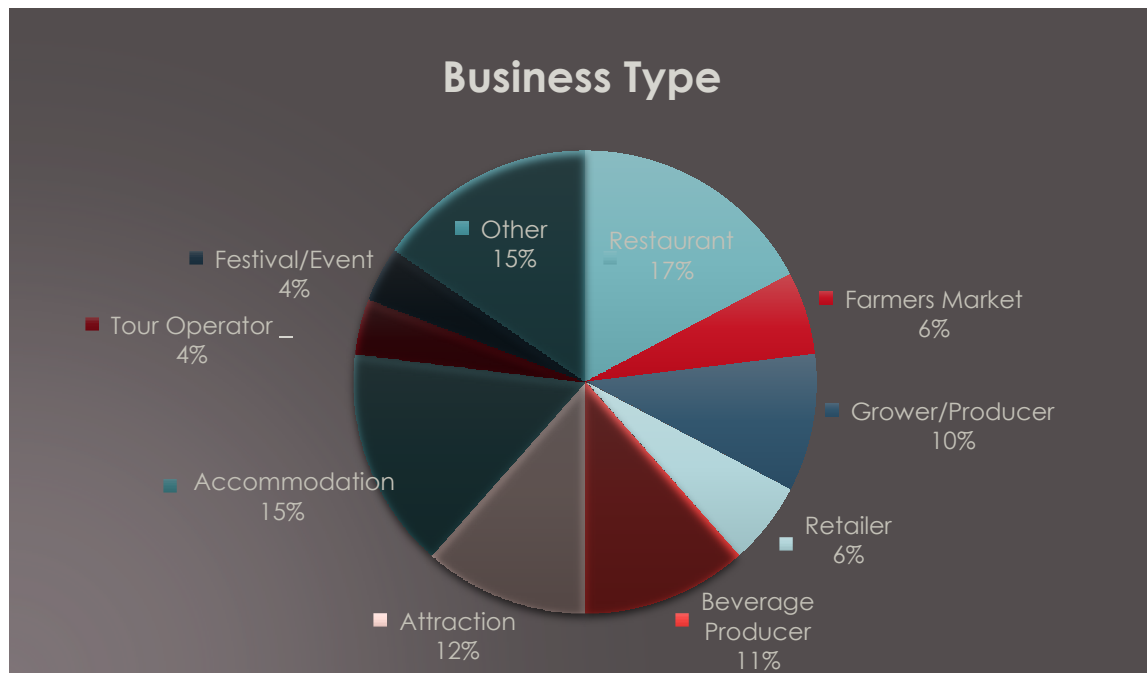
Appendix 4: Survey Responses

Methodology

The stakeholder survey was conducted online using Google Forms between October 3- 16, 2022. OVTA staff invited culinary tourism stakeholders from across the region via email to complete the survey. The survey was completed by 37 people.

Responses

1. **What type of business do you own/operate/manage? Please select from the list below (all that apply):**



2. **Are you currently involved in or aware of any food and drink groups, committees, or initiatives in the Ottawa Valley and region? If so, please name them below.**

- No/Blank: 19
- Ottawa Valley Food Co-operative: 9
- Taste of the Valley: 4
- Tap & Cork route: 2 Farm to Fork: 1
- Ontario Indigenous Food Tourism Table: 11
- OVTA: 1

- Bonnechere Valley Tourism Development: 1
- Quebec-Croquez Outaouais: 1
- Farms Open: 1
- Other: 4
 - Farmers markets (Deep River Eganville)
 - Whitewater Inn
 - Cycle the Valley
 - Yes

3. Do you currently partner with any local or regional businesses? (e.g. for events, products, food trails, food tourism experiences)

Yes (23)

No/Blank (14)

a. If you answered yes, please describe your current partnerships:

- We have a farm store on site and bring in products from a number of other producers and artisans from around the valley.
- Running the Petawawa Container Market we have food partners and food truck participants.
- For Opeongo Nordic's annual loppet, we partner with Madawaska Coffee
- Farms Open event
- Local and Regional Beer, Liquor Wine Partners to put on member events
- Bonnechere Caves
- Tasting collaboration, food pairings
- Providing food for an adventure enterprise
- I use local producers of products that I sell at my store in tasting events and sampling events. I also pair with local restaurants and product producers to enhance product events ie: the Petawawa Ramble Pork on a bun- J&E's Bored and Saucy provides the sauces.

- Our shop features local farmers and makers. We have hosted markets for a wider range of makers as well. We also have been hosting Pop Up Art, curated by the Ottawa Valley Community Open Arts Studio, for the last four years.
- Participation as a tour stop for Open Farms and participant in Taste of the Valley and select Farmers markets
- Maven Catering, Whitewater Brewery, Laurentian Brew Kombucha and Perch Restaurant have all partnered with us for our annual WILDPATH farm to table dinner.
- We use other food producers products in our tasting room.
- Sell products wholesale to Grandmas Pantry, Calabogie Rustic, Fifth Chute, Ottawa Valley Coffee (Renfrew and Arnprior). Vendor with OVFC.
- I partner with Hedgview Farm Organics and Kasia's Gourmet Kitchen for Farm to Fork dinner events.
- Farmers' Markets in specific towns in RC
- Selling ice cream at Brewery Events and giving away dog treats from local business for customers with furry friends.
- La Vida Tours - Tours , Bee Savvy - pairing & tasting, local honey and maple syrup producers
- I work with a local Restaurant/caterer to do underground dining events at my establishment
- Tapis and Trails, Town of Petawawa, Town of Renfrew, Braeside McNab, Westmeath Rec Association, Pembroke Regional Hospital, many more groups we do tastings for events. Some events are charity and some generates revenue.
- We partnered with other farm organizations and the County of Renfrew and a corporate sponsor (The Cooperators) to put on a one day open house event. So the public could visit farms (Farms Open)

6. Are there any food and drink experiences that are particularly unique to the Ottawa Valley?
(Purged "No," "Unsure," and "Unaware")

[illegible]

Data consolidated and visualized using [Word Cloud](#).

7. Are there any cultural experiences that are particularly unique to the Ottawa Valley?

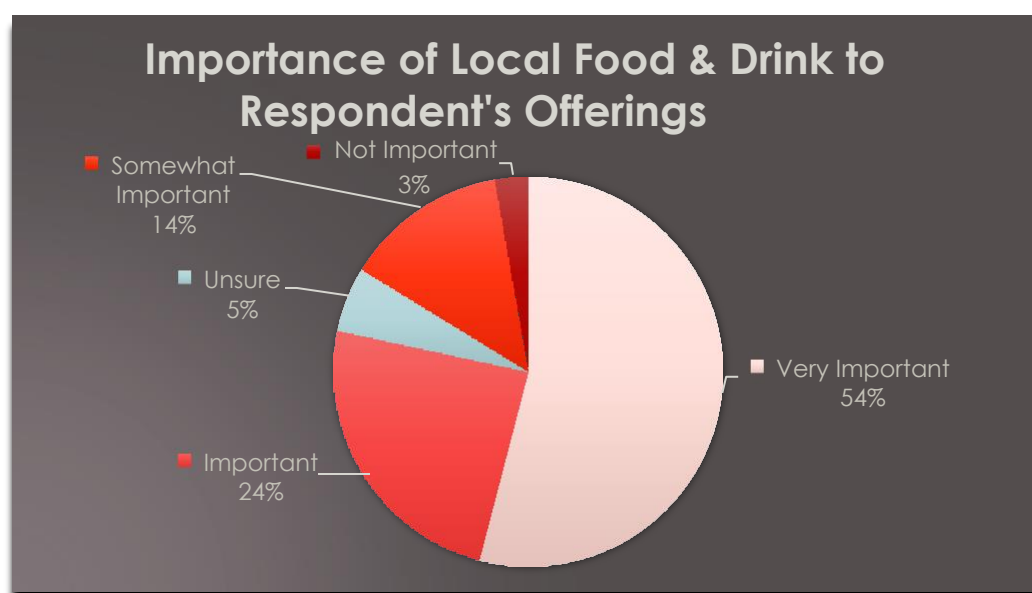
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8. What three words would you use to describe the food and drink scene in the Ottawa Valley?



Data consolidated and visualized using [Word Cloud](#).

9. How important is local food and drink from the Ottawa Valley to your product and/or service offering?



10. What, if any, challenges do you face with making local food and drink a part of your product and/or service offering? Please describe.

- Hours of operation can sometimes be limited.
- Quality food at affordable rates
- This is what we do. 100% local for our farm store model. The one challenge is getting the product here. We have to do a lot of driving to other farms to pick up product.
- Lack of small food businesses participating in the RCDHU certification - Lack of food trucks and proper connections/power at event locations. Insurance fees for events that have alcohol service are expensive. Lack of staff from the businesses to support events outside of their operations.
- Distance from venue. Short hours/close early.
- We provide an online market for locally produced food and non-alcoholic drinks. Could always use more producers.
- Skilled Labour
- There are not enough high-quality options located in our area
- Costs, and distance between my food truck to other food producers
- Lack of variety of restaurants
- Availability, and consistency
- Alcohol regulations keep my business out of restaurants and resellers. The LCBO and AGCO make it hard for a small farm-based alcohol producers to reach target markets through unnecessary taxes and controls.
- Timing of production
- Many times producers are not fully ready to come to market. Products are made in home kitchens, labelling is not market ready.
- Cost, delivery, consistency of product.
- Substandard product from other producers and cost of the product
- The cost of buying local produce etc and incorporating that price into my prices. Ppl don't understand the cost of food, much less locally produced food.
- There aren't many options out this way. No breweries, not many makers or cool restaurants.
- Days Open/Closed Hours Open/Closed. Lack of cooking staff
- Regular supply, cost is sometimes prohibitive
- I'm not aware of any comprehensive list of restaurants that offer a unique, tourism worthy menu. Visitors are looking for cuisine and/or decor that is unique to the area.
- More offerings
- No challenge
- 1) Convenience - You have to be organized and place orders/pickups (not like a trip to grocery store). 2. Regulations - I would love to offer wild game (moose, venison, partridge), meats that would have been/are traditionally hunted here. We can't sell/serve meat not processed in an approved plant.
- Delivery costs and accessibility

- We face challenges with increased prices from sourcing local high-quality product and making sure we aren't passing too much of that cost onto customers. We also struggle with the regulations that go along with creating our own products or using others.
- Exposure & marketing
- Consistent supply
- The time to implement ideas
- Price, availability, consistency
- Lack of Qualified staff, marketing expertise, cost, organizational capacity

11. What typical and/or seasonal foods, beverages, dishes, and experiences do you think tourists should try when visiting the Ottawa Valley? (Please list them)

- Wilno Tavern for traditional Polish fare. Seasonal beers at several local breweries. If camping and preparing their own food - Farmer's markets for fresh produce, meats, honey, seasonings etc. Venison is on some menus e.g. Madawaska Coffee has a great sandwich with venison - many folks hunt deer locally. Chelsea Buns from the Foodland and/or Freshmart in Eganville. And of course, Beaver Tails in Killaloe (they originated in Killaloe).
- Madawaska Coffee's maple latte, Wilno Tavern's perogies, any poutine from Charlie D's, Wes' Chips, fig scone from Fifth Chute Coffee, pizza from Neat Coffee & Music
- Fine dining, Greek, Swiss food
- I hate to say it but leverage Poutine - people love it. Farm-to-table meals - harvest experiences. I would love to see more culinary experiences where the attendees curate and create their own meals, under a chef's supervision/guidance, as part of the dining experience.
- Polish food, maple syrup
- Maple syrup based dishes, locally produced meats including bison, fresh produce of all kinds.
- Winter Food Carnival,
- Farm to fork local and fresh-international-authentic
- Craft breweries that offer food
- Maple syrup, Local craft beverages
- There's lots of grass-fed beef products are available in the region.
- Soups and stews wildlife
- In my immediate area of the Ottawa Valley- The Shed Petawawa, Dog House Brewing, Madawaska Coffee
- Wild game, grass fed beef, maple syrup, orchards, organic vegetables, raw honey, cider and wines, sourdough bread.
- maple in the spring, apples, squash and produce in fall, various meats year round
- Neat Café, Whitewater Brewery, The Nook, Little Things Canning, Sour Jo's,

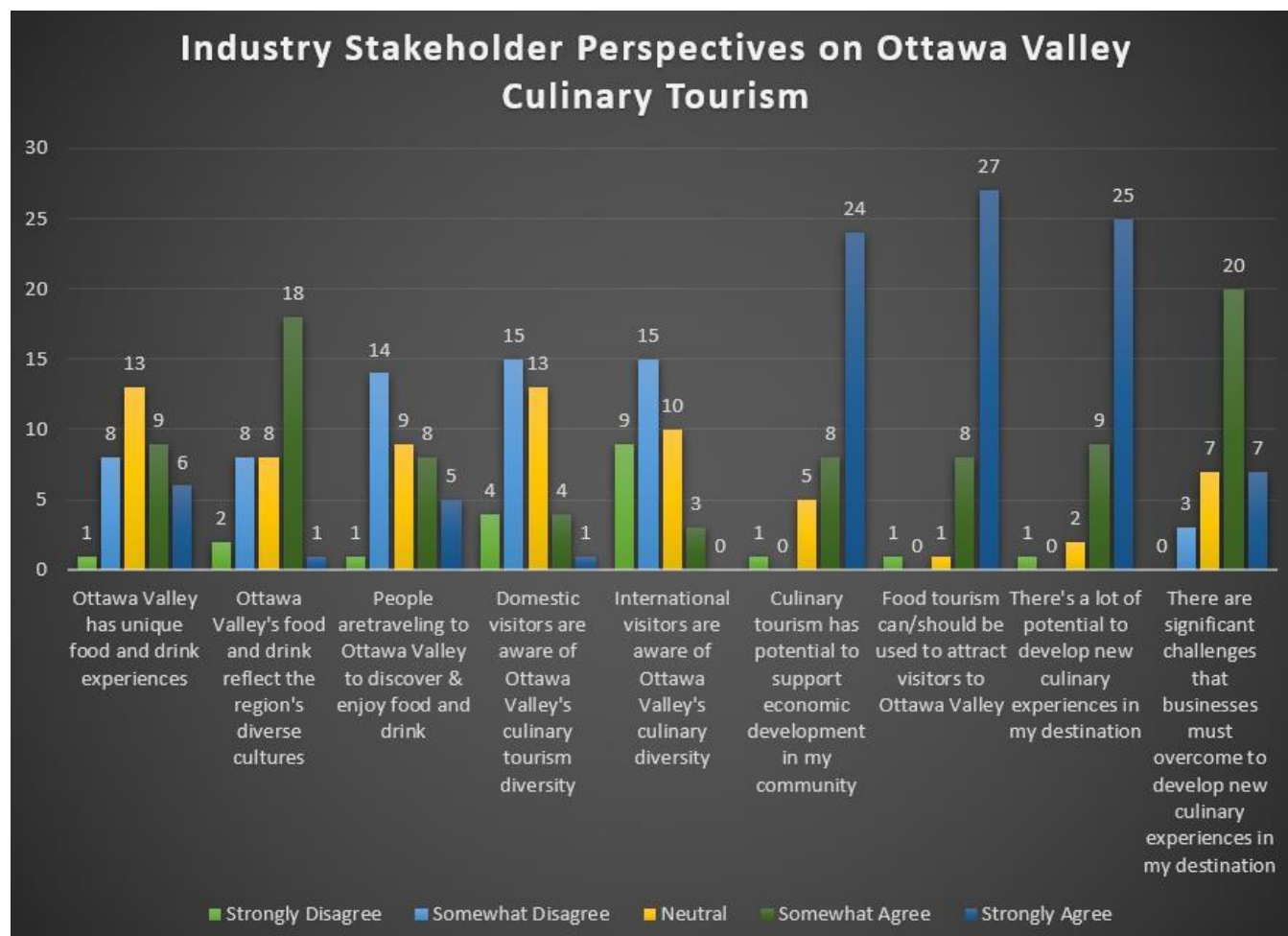
- Fish our waterways, foraged food
- Maple Crepes at Krave Bistro, Maple products, Craft Breweries, Wes Fries, Huglis Blueberries
- Local meats, produce, drinks, anything created in the area by the area.
- Spring- Maple syrup Summer- produce and ethically raised meat, Fall- apples, Winter- ice fishing
- Maple items (not just syrup - veggies and meats cooked with syrup), wild game.
- Mackie's! We bring the warmth of the West Indies to the heart of RC
- Taste of the Valley events
- Pumpkin Pie Ice Cream, The Sheds Donair, DogHouse Breweries selection of craft beer. It is difficult to pinpoint one unique "dish" that is unique to the Ottawa Valley, would be great if a collaboration allowed for more innovation.
- Maple Syrup. Local beer. Local cider. Whitewater rafting. Hiking (for example Oiseau Rock). Biking on rural roads and old rail right of ways. Skidoo tours.
- Fiddleheads, harvest vegetables, local meats/sausages no
- Taste of the Valley series of events,
- Crab apple cocktails such as the Crabby Lady or Stiff Apple Pie
- Pierogi, maple syrup, pies and tarts, Sausage Rolls, artisan foods, tourtiere, grass-fed beef, farm fresh eggs, fresh picked vegetables and blue berries

12. Are you aware of any local businesses that are doing a particularly good job offering foods, beverages, dishes, or experiences that showcase the history, heritage, culture, and foodways of the Ottawa Valley? (Please list them below)

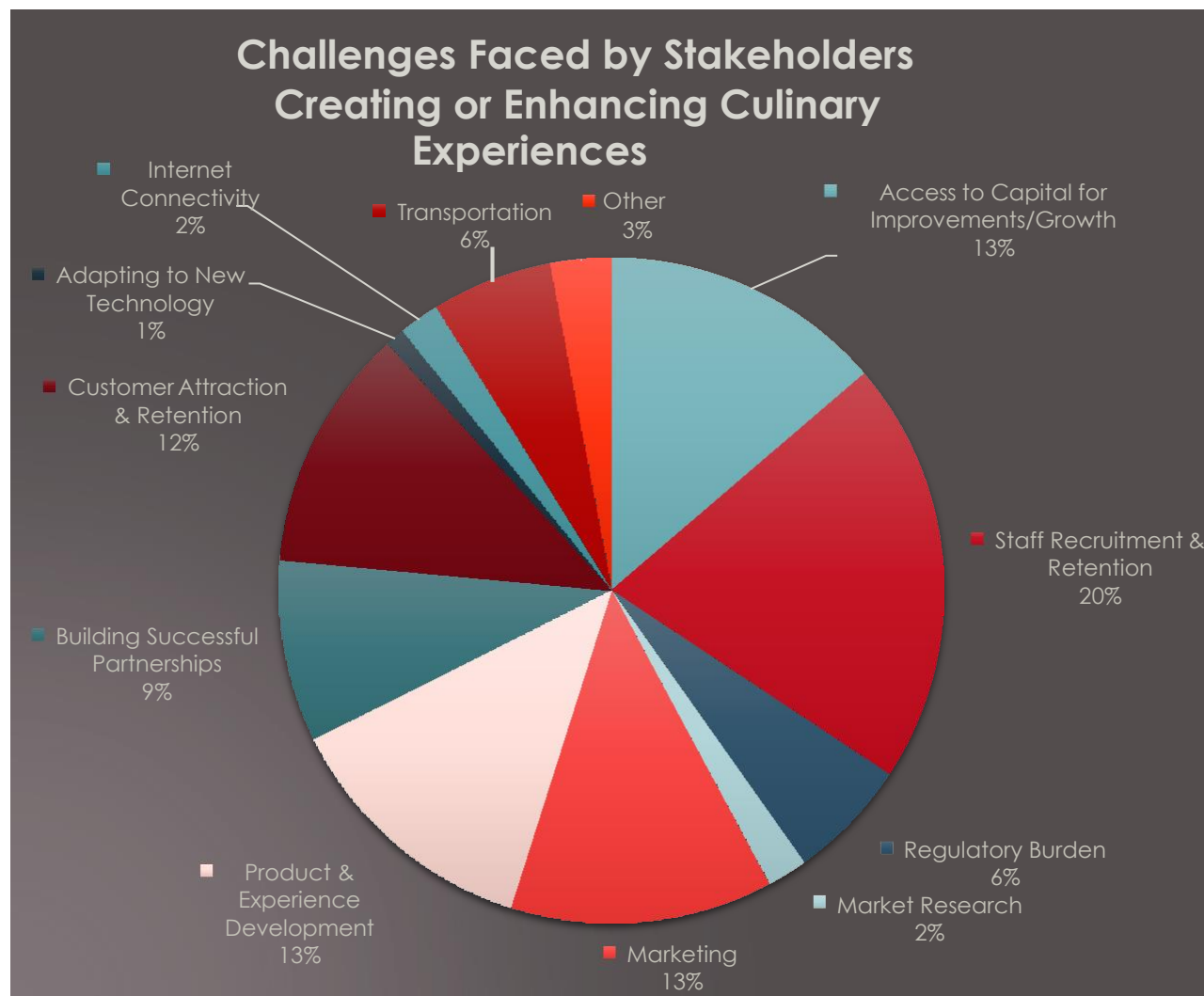
- Whitewater Brewing Company. Wilno Tavern. Madawaska Coffee. Fifth Chute Coffee. Calabogie Brewing Company. Charlie D's. The Shed. Neat Coffee Shop. The Nook Creperie. Hugli's Blueberry Ranch
- Wilno Tavern
- The Shed Petawawa upholds the Newfie traditional meals in their poutine offers - it's not just the food when you go there you get a feel like you are there. Dog House Brewing Company Ltd. is a nano brewery with military roots that are marketing that brand very well.
- Wilno Tavern, Balmoral, Whitewater Brewery, Madawaska Coffee (local artists)
- Ottawa Valley Coffee - Arnprior & Renfrew - On the Rocks Calabogie,
- Whitewater Inn-Beachburg. Whitewater Brewery-Cobden. On the Rocks-Calabogie
- Wilno Tavern.
- Ottawa Valley Farm to Fork. Paradisio Bees. Mighty Fine Bakehouse. Zach Loeks. Brooker's Cider. Heather's Hearth. Somewhere Inn. Fifth Chute (that's us!)

- Not really except for a few clubs like Germania but the Oktoberfest is one day
- The small shops that sell local products.
- I'm not aware of any that are marketing local cuisine. a good start would be a marketing plan to showcase those who are, or have a local food festival to inspire operators
- Whitewater Inn
- Dog House Brewing Company, all labels celebrate Grn Petawawa
- Square Timber and Whitewater Brewery are doing a great job of their beers and menu pairings.
- Katia's Kitchen and Griffith Farms
- Dog House Brewery, The Shed, Madameek and Ottawa Valley Coffee
- Whitewater In in Beachburg
- Whitewater Brewery, The Courtyard Bistro, Pembroke
- There are several businesses offering culinary experiences but I am not sure they incorporate much Ottawa Valley culture and history. The Wilno Tavern incorporates both logging history and Polish settlement. But there is lots of untapped local heritage still to build upon.

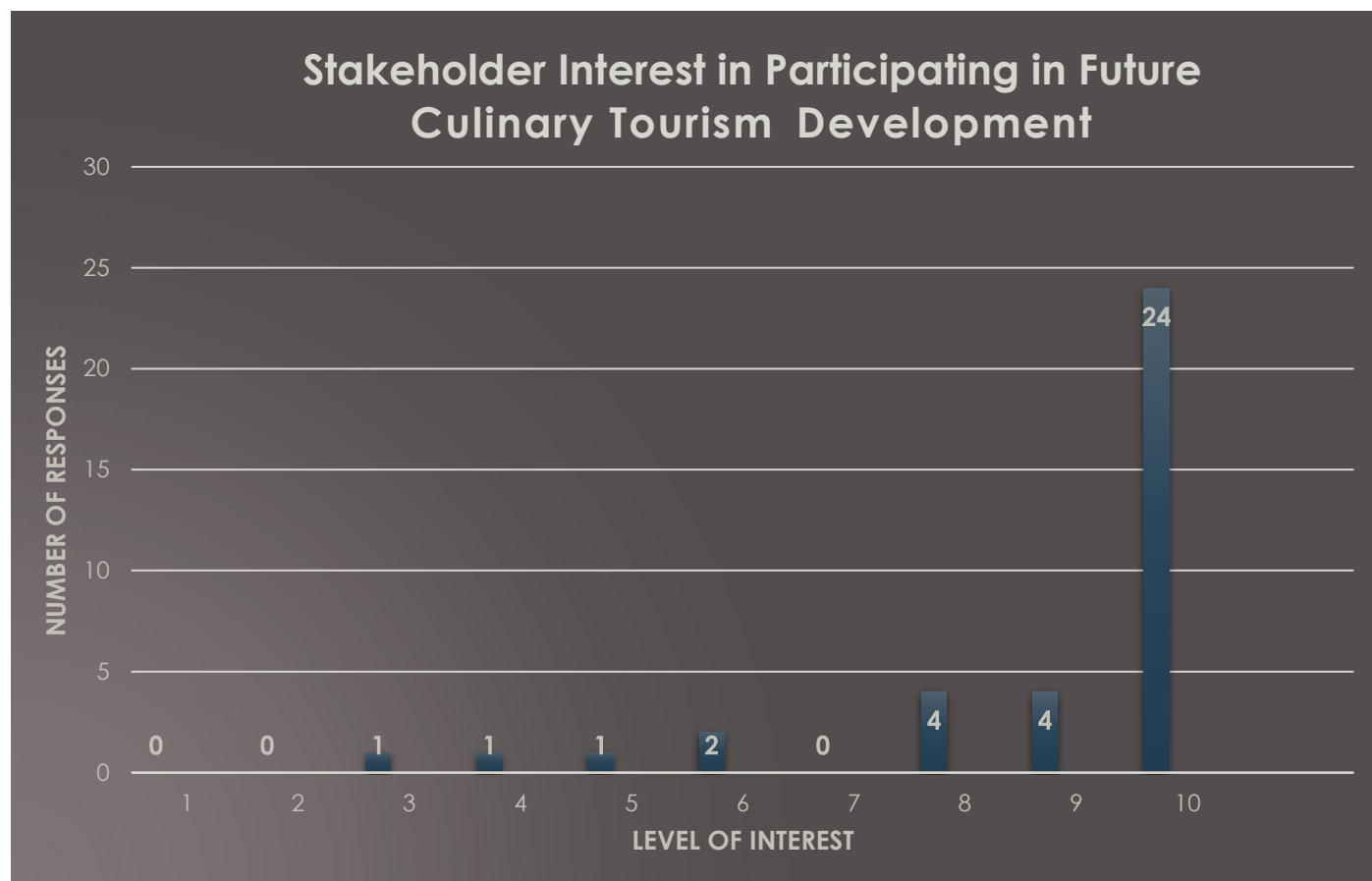
13. For each of the below statements please indicate your level of agreement (1 = Strongly Disagree 5 = Strongly Agree):



14. What are the top 3 challenges you face in creating or enhancing a food and beverage experience as part of your business?



15. On a scale of 1 to 10 (with 1 being not interested at all and 10 being very interested) how interested are you in participating in the development of new food tourism products and/or experiences in the Ottawa Valley?



16. Is there anything else you would like to share with us at this time? (Selected Comments)

- I would love to see more interactive food experiences where you harvest and curate your own meal. I would love to see more retro food experiences where communities come gather together. Church suppers and potluck style experiences so that you can discover and taste new meals and dishes and also meet and connect with people outside your circle.
- I think that the Ottawa Valley currently has a lot of little hidden gems throughout it. Marketing and expanding on some of those would be a really great initiative.
- Day visitors and cottagers/campers/overnight visitors need these types of activities and relish taking in the natural vibe on farms and in natural settings. Families look for these types of activities while on vacation.
- I would love to see collaboration and growth to create a vast, creative and colourful culinary experience in the Ottawa Valley. PBAN in Petawawa has done a fantastic job of uplifting entrepreneurs and highlighting local businesses, it would be great to grow this to include the whole Valley so that there can be a sense of cohesiveness and an experience that is spread across the entire Valley. To create a sense of whole would be

super beneficial so that those supporting local businesses can feel like a part of something bigger when enjoying those connected within this network.

- We need a highlight list with a country road map of tasting & local food and B&B sites. We had visitor from Montreal renting a cottage in Calabogie but they had no idea of any local food experiences other than brewery restaurants. But now there are many on farms with stores, tours, and tastings to offer, even if it's just open on weekends. We also need to run some fun local food tasting contests and promote artisanal products perhaps by getting a celebrity to come and check them out.

Appendix 5: Gap Analysis

Engagement with stakeholders evidenced a strong motivation to further develop culinary tourism. 86% of industry survey respondents noted that culinary tourism has the potential to support community economic development. Along the same vein, 94% agreed that culinary tourism can, and should, be used to attract visitors to the region. Yet, while 91% indicated that there's much potential to develop culinary tourism in the Ottawa Valley, surveys also suggested that there were significant barriers to fruitful development. In fact, 72% of respondents agreed that there were significant challenges that businesses needed to address in order to develop new culinary tourism experiences. Only 8% disagreed that such challenges existed.

Culinary tourism presents the Ottawa Valley with an exciting destination development opportunity, but only after challenges to that development are addressed. This gap analysis summarizes the weaknesses and challenges that have surfaced in our research, and that the region faces in its current culinary tourism product development. Preliminary recommendations identified here, were further refined and integrated into the strategic framework.

Food Identity

Current State: The Ottawa Valley has an opportunity to promote its distinct regional food identities. When survey respondents were asked if they knew of any food and drink experiences that are particularly unique to the Ottawa Valley, some answered in the negative. Others listed restaurants such as Whitewater Brewing and On the Rocks, while others still answered with variations of craft beer/breweries or maple syrup. Similarly, these are the 'typical or seasonal foods' most mentioned. Key informant interviews confirmed industry survey findings. Interviewees generally struggled to identify dishes or ingredients historically or culturally significant to the Ottawa Valley. Numerous respondents answered with restaurant names, while some outright stated that nothing came to mind. Most consensus was achieved on breweries, some of which produce beer that is popular well outside the Ottawa Valley region, as well as locally produced maple syrup. When asked explicitly whether the Ottawa Valley has unique food and drink experiences, nearly 25% responded in the negative (Strongly/Somewhat Disagree), 40% positive (Strongly/Somewhat Agree), and 30% chose Neutral. For the purposes of this analysis, we can even take "Neutral" as a negative response because, ideally, a food identity should resonate strongly enough with local entrepreneurs that they are aware of it. The vast majority of key informant interviews articulated that food is a secondary reason for tourists to visit Ottawa Valley, usually right behind sports and outdoor recreation.

Key Takeaway: While these restaurants are popular with locals and tourists alike, they alone do not provide distinctive regional food identities. Along the same vein, though Renfrew County has become known for its maple syrup and craft beer, what makes these unique is not discussed fully.

Desired Outcome: Food identities (or tastes of place) that are distinctive to the Ottawa Valley, especially in the minds of locals and operators who create experiences around them for visitors.

Recommendation to Bridge Gap: Draw on immigrant and Indigenous histories and continued cultural importance to harness the Ottawa Valley's tastes of place.

Renfrew County has an extensive history of German and Polish migration. In Canadian immigration history, as newcomers settled in, their traditional foodways collided with the economic, cultural, social, and political realities of their new homes. New, often distinctive foodways were born of these collisions. Historically, pressure to assimilate was one of the strongest of these factors, owing to which newcomers had to adapt how they cooked traditional food to preserve memories of home. During the late twentieth century, national discourse shifted from assimilation to celebrations of multiculturalism, mostly tokenistic as it did not offer enough agency nor opportunities for stakeholders in those cultures to articulate their own cultural identities. Therefore, Renfrew County's strong, identifiable migration history offers an opportunity to more cohesively connect regional identity with the cultures of migrants. Such initiatives should always involve strong collaboration with cultural stakeholders (e.g. restaurateurs of German or Polish backgrounds serving their traditional cuisines), and should ideally be spearheaded by those stakeholders.

Alongside celebrating immigrant roots, any regional culinary identity should also celebrate the original, Indigenous inhabitants of the lands, in this case the Algonquins of Pikwakanagan. Without collaborating with, and incorporating the perspectives of First Nations stakeholders, the resulting culinary strategy risks providing consumers with an incomplete understanding of regional identity. Ideally, the ingredients that culinary entrepreneurs use to showcase their foodways are sourced locally. Continued emphasis on locally sourced ingredients, including from Indigenous producers, will intensify the product's taste of place while ensuring that dollars stay in Renfrew County to further benefit local stakeholders. Lastly, bridging the gap should not be limited to a focus on culinary. As a subset of cultural tourism, culinary tourism celebrates cultural identity more broadly. Thus, any initiative hoping to conceptualize a regional culinary identity should do so in the context of culture. For example, a festival celebrating German identity can include purveyors of food, as well as musicians and artisans of that ethnic group.

Consumer Awareness of the Ottawa Valley Foodscape

Current State: Consumers are not adequately aware of the Ottawa Valley's culinary tourism products.

When prompted with the statement "People are traveling to Ottawa Valley to discover & enjoy food and drink, only 35% of stakeholders surveyed agreed, while 40% disagreed. For the prompt "Domestic visitors are aware of the Ottawa Valley's culinary tourism diversity, 13% of industry stakeholders agreed, while over 50% responded in the negative. 64% of respondents agreed that international visitors were unaware of the region's culinary diversity; only 8% believed that international tourists knew of it. The above, alongside the fact that most key informants identified

food as a secondary reason for tourists to visit the Ottawa Valley, suggests tourists may be unaware of opportunities for unique culinary experiences in the region.

Desired Outcome: Increase consumer awareness of the Ottawa Valley's culinary tourism product.

Recommendation to Bridge Gap (1): After conceptualizing a strengthened regional food identity around the above recommendation, equip operators with marketing and advertising resources (knowledge and funding).

When asked about the biggest challenges operators face when attracting visitors to their businesses, culinary stakeholders identified marketing and advertising as a significant issue. Some entrepreneurs articulated that they do not necessarily have the budgets nor skill sets to pursue marketing and advertising efficiently. 15% of survey respondents identified "Marketing" or "Market Research" as one of their top 3 challenges to creating or enhancing their culinary experiences. Others highlighted local resistance to change (i.e. embracing tourism) as a cultural barrier that deterred producers from learning how to add value to their culinary products. For example, one stakeholder stated that better educational strategies are needed to show local producers how to market their food products in the "modern age" so that they can relate to the desires of contemporary culinary tourists.

The above challenges are an opportunity for DMOs to equip industry stakeholders with the knowledge needed to reframe their products in value-added terms, especially in ways that reflect current touristic demands for food that is locally and/or ethically sourced, organic, reflects taste of place, or a combination of these. New culinary businesses, or those that are culinary secondarily and looking to expand into that sector, will benefit from these resources, be they group workshops or individual coaching sessions.

Various culinary stakeholders spoke to a lack of funding opportunities relevant to them. For example, the general manager for an attraction featuring a restaurant in Renfrew noted during an interview that they want to grow the culinary side of their experience but simply do not have the advertising and marketing budgets to do so, additionally noting that there were not a lot of government grants for culinary specifically. Given the appropriate financial resources, such businesses would be better equipped to market and thus expand their culinary offerings.

Recommendation to Bridge Gap (2): More concerted efforts by municipalities, townships, and DMOs to market the Ottawa Valley's culinary experiences to potential tourists from key target markets.

By supporting businesses along the culinary tourism value chains through marketing efforts that focus on food and drink specifically, DMOs can maximize the return on any resources (monetary or otherwise) invested in those businesses.

Culinary stakeholders articulated their strongest current geographic markets, towards whom DMOs can focus their marketing efforts, especially pertaining to the region's food and drink offerings:

- Domestic
 - Ottawa and its surroundings, which attract a lot of day-trippers.
 - Renfrew County, because there is a strong support locally for inter-county travel and small businesses.
 - Mixed responses for Toronto/GTA depending on the business, but it was a key market for some like high-end accommodations.
 - Eastern Ontario more generally.
 - Quebec (especially Montreal).
 - Out of province visitors (barring Quebec) were generally rare.
- International tourists, where they were significant, were mostly from the United States and Europe. For some businesses, international visitors made up a large contingent of the clientele.
 - An upscale accommodation noted that around 30% of their autumn visitors were from Europe (Germany, Belgium, Netherlands), a figure that dropped to 10% during the summer months.
 - A sporting attraction reported 15% international visitors throughout any given year (10% from Europe and to a lesser extent Asia and Oceania; 5% American), while another outdoor recreation company reported 35% international visitors (20% from the United States, 15% other).

Recommendation to Bridge Gap (3): Training and resources to improve the perceived market readiness of businesses along the culinary value chain across the region, with an equity-centered approach addressing disparities in product strength between different municipalities and townships.

According to analysis of the asset inventory, half of the culinary businesses rated 5 for perceived market readiness are found in or around Foresters Falls. Businesses rated highly for this criteria are generally lacking in western Renfrew County (none in Eganville, Golden Lake, Madawaska, Barry's Bay, Pembroke, and Petawawa). Additionally, some of the most important tourist centers in the Ottawa Valley are lacking culinary businesses rated highly (4 or 5) for perceived market readiness. Arnprior, Renfrew, and Eganville each have only one such business, whereas the rest of their businesses are rated 2-3. Of the nearly 20 businesses in Pembroke, only 2 are rated highly in terms of market readiness.

In addition to data from the asset inventory, various interviewees also implied a lack of high-market-ready choices for tourists. This was true of restaurants. In fact, a well-reputed restaurateur stated that they had trouble recommending other eateries that their out-of-town customers could visit because they were uncertain that their customers would enjoy the resulting experience. While delectable culinary experiences exist across the region, for culinary tourists seeking to sample the best of the Ottawa Valley, traveling between well-reputed restaurants that are far apart would be inconvenient. This also limits who will visit Renfrew County to those who have private vehicles. This was also true of accommodations. Stakeholders testified that tourists to the region were extremely limited in accommodation choice, especially with the lack of hotels in smaller towns. Where hotels did exist, many were in various states of disarray, further limiting choice. According to Ontario-based market segmentation research, those who are likely

to identify as foodies prefer hotels for their accommodations (48.2%). By contrast, the types of accommodations that make up much of Renfrew County's inventory - bed and breakfasts, campsites, and cottages - did not fare as well at 11.7%, 14.5%, and 21.8% respectively. The lack of appealing hotels can therefore reduce the Ottawa Valley's appeal to foodies.

Targeting the weaknesses of businesses along the culinary tourism value chain with low-medium perceived market readiness using individually tailored training and resources will fill existing disparities between localities in the region, resulting in exceptional value for tourists no matter which part of the Ottawa Valley they visit. The Ottawa Valley will benefit from an increasingly positive perception of its culinary tourism offerings, which will improve its brand image more broadly.

Infrastructure & Amenities

Current State: Stakeholders interviewed and surveyed articulated a need to build or upgrade infrastructure/amenities that tourists demand, most importantly hotels, public washrooms, and mobile and internet service. Visualized, the asset inventory confirms that high quality accommodations are lacking in parts of the region frequented by tourists.

Desired Outcome: A network of infrastructure and amenities that meets the needs of tourists visiting the Ottawa Valley.

Recommendation to Bridge Gap: Short of improving the quality and number of hotels and public washrooms, alongside internet and mobile connectivity, there is an opportunity to market the Ottawa Valley to tourists who do not necessarily demand these things. Certain types of tourists can travel without some or even all of the above.

"Disconnected" tourists are the most extreme example of travelers who reject many of the above amenities. This type of tourism is a growing subset that champions disconnecting from everyday life while traveling. The process inherently involves little to no use of mobile phones and internet, while also avoiding chain hotels. A disconnected tourist may instead opt to sleep in a lodge, or at a campsite. The group "disconnected tourists" does not necessarily exclude food tourists. Both groups overlap in their appreciation for adventurous living that sets a vacation apart from daily life. Culinary tourism can easily appeal to disconnected travelers when it is marketed as an adventurous means to connect back to one's roots. One example of this would be an Ottawa River fishing expedition in which a tourist spends days onboard a charter without their technological devices, sustaining himself using the river's bountiful resources.

"Day-trippers" visit destinations for a day and return to their homes by night. They therefore represent a market for destinations without a large variety of hotels to target. Day-trippers can be foodies. For example, many interviewees described Ottawa residents who traveled to Renfrew County during the day to eat at their favorite restaurants, or shop for produce, returning after a few hours. Thus, promoting short culinary activities and experiences to nearby source markets (Ottawa, Kingston, and even within Renfrew County) can attract foodie or food-

centered day-trippers. Nevertheless, this is by no means an ideal solution given that overnight tourists typically spend much more money at destinations than their day-tripper counterparts. Focusing exclusively on day-trippers would pose an issue in its own right. For that reason, this recommendation should only be incorporated in tandem with others with the goal of balancing day-trippers and overnight guests.

"Active-self organized" tourists do not necessarily require the comfort of amenities. They may even bring their own accommodations (campers and motorhomes), eliminating the need for hotels and public washrooms. However, they may need consistent mobile and internet connectivity to navigate. Therefore, any strategy seeking to attract active, self-organized tourists would also aim for install reliable coverage throughout the region.

"Adventurers" who seek the appeal of the wilderness close to the city. This group has more diverse motivations than disconnected tourists and includes mountain-bikers, kayakers, canoers, fisherman, hunters, hikers, snowmobilers, cross-country skiers, campers, etc. While they are not necessarily disconnected tourists, disconnecting from the city may be a part of the appeal for them. Depending on the nature of their activity, they may not expect certain amenities. For example, hikers, campers, and hunters may not require hotels, whereas kayakers, canoers, snowmobilers, and skiers probably would. It is also likely that none would expect reliable mobile and internet coverage while in the wilderness, though some may after the conclusion of daily activities (for example, skiers would expect WiFi at their lodge). Travelers who are recreationally adventurous may also be interested in adventurous culinary experiences - those that they would not encounter at home. Therefore, some of these travelers will identify as foodies or food-centered consumers. Furthermore, those interested in outdoor recreation tend to have a broader interest in healthy living, of which food is an important part that can be used to draw in this market segment.

"Cottagers" became a key market during the COVID-19 Pandemic because many urbanites moved to their rural properties to bring variety to their daily lives through a change of scenery. Cottagers would not need hotels or public washrooms, but depending on their motivations they may demand internet and mobile coverage. For example, 40-65 professionals who work from home and come to their cottages for a change of scenery would require strong internet and mobile connection for their remote jobs. Marketing the Ottawa Valley to cottage-owners would increase the number of people reliably generating local spending year-over-year. Couples who may be looking for 'cute' day-tripping ideas.

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COUNTY OF RENFREW

BY-LAW NUMBER 49-23

**A BY-LAW TO AUTHORIZE THE WARDEN AND CLERK TO ENTER INTO A FORMAL AGREEMENT
WITH THE CITY OF PEMBROKE AND THE OTTAWA VALLEY TOURIST ASSOCIATION WITH
RESPECT TO ONGOING FINANCIAL AND PROGRAM PARTICIPATION IN A DESTINATION
MARKETING ORGANIZATION (DMO) FOR A FIVE-YEAR TERM
COMMENCING ON JANUARY 1, 2023**

WHEREAS under Sections 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001, C.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into agreements;

AND WHEREAS the importance and need for a concerted, coordinated tourism marketing, promotion and development function in the Ottawa Valley, including the City of Pembroke and the County of Renfrew, is recognized;

AND WHEREAS all parties agree that on-going financial participation and support provided by all parties, the Ottawa Valley Tourist Association (OVTA) representing tourism industry members, the City of Pembroke and the County of Renfrew, should be provided on an equitable basis amongst the parties;

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

1. THAT the Council of the County of Renfrew approve entering into an agreement with the Council of the Corporation of the City of Pembroke and the Ottawa Valley Tourist Association with respect to tourism promotion and development, attached hereto as Schedule 'I'.
2. THAT the Warden and Clerk are hereby authorized to sign and seal all things, papers and documents necessary or incidental to the execution of the By-law.
3. THAT this By-law shall come into force and take effect upon the passing thereof.
4. THAT By-law 32-18 is hereby repealed.

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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

SERVICE AGREEMENT
2023 - 2027



THIS AGREEMENT made in triplicate this _____ day of _____, 2023

BETWEEN

THE CORPORATION OF THE COUNTY OF RENFREW, as represented by the Warden and the
CAO/Clerk thereof:
(Hereinafter referred to as the County)

OF THE FIRST PART;

AND

THE CORPORATION OF THE CITY OF PEMBROKE, as represented by the Mayor and the CAO
thereof;
(Hereinafter referred to as the City)

OF THE SECOND PART;

AND

THE OTTAWA VALLEY TOURIST ASSOCIATION, as represented by the Chair of the
Association,
(Hereinafter referred to as the OVTA)

OF THE THIRD PART.

This agreement recognizes the importance and need for a concerted, coordinated tourism promotion and development function on a County of Renfrew-City of Pembroke basis.

Notwithstanding the existence of individual municipal tourism related activities, this Agreement seeks to set out in detail a specific set of tourism promotion and development programs which will represent the basis for an ongoing financial participation by the County of Renfrew and the City of Pembroke towards a regional tourism program.

This strategic alliance will leverage community, private and public sector resources to achieve tourism promotion and development. It will provide sustainable long-term financial resources toward this important economic development activity.

The vehicle for associated actions and programs shall be the Ottawa Valley Tourist Association (OVTA).

SERVICE AGREEMENT 2023 - 2027



NOW THEREFORE THE PARTIES HERETO AGREE AS FOLLOWS:

1. The following programs will be undertaken by County of Renfrew tourism staff in conjunction with the OVTA and financed jointly by the private sector, the County of Renfrew and City of Pembroke:
 - a) Develop an overall tourism promotion and development strategy, which incorporates the interests of the County and the City and increases visitation to the Ottawa Valley through marketing.
 - b) Maintain a tourism display booth for promotional purposes and promote County-City tourism assets at promotional trade shows and similar events beyond the borders of the County-City aimed at the leisure travel market. The City shall be given the opportunity to be represented at any consumer shows attended by the OVTA at no cost to the City, other than usual travel and accommodation expenses. It is understood that established OVTA procedures regarding participation of members at such shows would be adhered to.
 - c) Produce and/or commission ads for placement in appropriate marketing channels to position the Ottawa Valley as a four-season tourist destination.
 - d) Continue to develop the OVTA website and social media as online tourism promotional channels and maintain a link on the home page of the OVTA website to all OVTA member municipalities within Renfrew County, including the City of Pembroke.
 - e) Continue to actively pursue editorial promotion of the County-City through contact with key media and the hosting of familiarization tours, which benefit the region, including the City of Pembroke. At least one familiarization tour per year shall be based in or includes the City of Pembroke.

The OVTA shall share with the City of Pembroke copies of digital assets (photos & video b-roll) collected by the OVTA for tourism marketing and promotional purposes. The City of Pembroke shall be provided with the opportunity to collaborate with the OVTA on digital asset acquisition initiatives. Such initiatives may be subject to a financial or in-kind contribution by the City of Pembroke.

- f) Identify potential provincial and/or federal funding programs and pursue approved applications in support of regional tourism promotion and development goals in collaboration with County of Renfrew Economic Development, organizations and municipalities of the tourism industry.

- g) Produce and distribute the Ottawa Valley Road Map or primary marketing tool to select target markets.
 - h) Undertake additional assignments as a result of suggestions and recommendations of the OVTA Board of Directors, the City of Pembroke Planning and Development Committee and the County of Renfrew's Development and Property Committee. Support to the City of Pembroke for the promotion of special events will be provided when and if required.
- 2. Any business located within the geographic boundary of the City of Pembroke is eligible to become a member of the OVTA providing they meet the membership criteria and pay the annual dues established by the OVTA Board of Directors. Each member shall be provided with one complimentary directory listing on the OVTA website.

Non-profit cultural heritage tourism attractions, including the Upper Ottawa Valley Heritage Centre, Hydro Electric Museum, Royal Canadian Legion Branch 72 Museum, 42nd Field Regimental Museum and the Pembroke Heritage Murals shall be exempt from paying annual membership dues and provided with one complimentary directory listing on the OVTA website.
- 3. The OVTA Board of Directors will approve an annual marketing plan and establish a budget developed within the timelines of the City of Pembroke and County of Renfrew planning and budget development process. The budget shall be presented to the County's Development and Property Committee and the City's Planning and Development Committee for input and review and consolidation into the County's Development and Property Committee budget prior to final approval by County Council.
- 4. The County shall provide the following financial and administrative supports to the OVTA:
 - a) Provide office space and access to common boardrooms, reception and storage area totaling approximately 1,060 square feet as well as utilities.
 - b) Provide telephone, fax, photocopy, postage machines and IT support.
 - c) Direct County of Renfrew tourism staff to support tourism marketing initiatives. The core tourism staff presently consists of three full-time County of Renfrew employees supervised by the Manager of Economic Development. The County shall be fully responsible for their salaries and benefits and these persons shall remain employees of the County at all times. The level of staffing may be changed at the sole discretion of the County.

SERVICE AGREEMENT 2023 - 2027



- d) Based on the OVTA draft budget, the County will provide annual financial support towards salaries and benefits for tourism staff and to directly support tourism marketing initiatives. In 2023, that amount will be \$290,275 and this contribution will be adjusted annually at the same rate as the County's budget.
5. The City of Pembroke shall contribute to the OVTA an annual amount based on the prior year's weighted assessment calculated on an annual basis. In 2023, that amount shall be \$32,253. This contribution is to be paid directly to the OVTA, quarterly, beginning in January of each year of this agreement.
- In recognition of the City's financial contribution, a position on the OVTA's Board of Directors shall be made available to an elected or appointed representative of the City to be appointed by City Council. In addition, one City staff member shall also be welcome on the OVTA Board of Directors, in a non-voting position. It is agreed upon that should the City Council appointed seat be vacant, the City staff representative on the board assume shall voting rights on behalf of the City.
6. The County of Renfrew's Manager of Economic Development shall oversee staff, attend all OVTA Board meetings, coordinate financial reporting, hiring and recruiting, and coordinate reporting to the County's Development and Property Committee and the City's Planning and Development Committee.
7. Tourism staff report to the County of Renfrew's Development and Property Committee through the Manager of Economic Development and Director of Development and Property. The City of Pembroke Planning and Development Committee and OVTA Board representatives, will report to City Council and appropriate committees when required. An annual report shall provide the City of Pembroke's Planning and Development Committee.
8. The OVTA shall maintain a close working relationship with the Ontario's Highlands Tourism Organization (OHTO) to ensure optimal benefit to County of Renfrew municipalities, City of Pembroke and organizing tourism industry.
9. The signing officers for the OVTA shall be the County's Director of Development and Property, Manager of Economic Development and the Chair of the OVTA. The signature of two of these three persons shall be required for all financial transactions.
10. This Agreement shall be for a term of 5 years commencing on January 1, 2023. The Agreement may be terminated by any of the parties upon 6 months' written notice.

SERVICE AGREEMENT
2023 - 2027



IN WITNESS WHEREOF this Agreement has been executed on behalf of the County of Renfrew by the Warden and Clerk, on behalf of the City of Pembroke by the Mayor and Clerk, and on behalf of the Ottawa Valley Tourist Association by its Board Chair.

SIGNED, SEALED & DELIVERED)

This ____ day of _____, 2023)

At the City of Pembroke)
Province of Ontario)

This ____ day of _____, 2023)

At the City of Pembroke)
Province of Ontario)

This ____ day of _____, 2023)

THE CORPORATION OF THE
COUNTY OF RENFREW

Per _____ Warden
Peter Emon

Per _____ CAO/Clerk
Craig Kelley

THE CORPORATION OF THE
CITY OF PEMBROKE

Per _____ Mayor
Ron Gervais

Per _____ CAO
Dave Unrau

THE OTTAWA VALLEY TOURIST
ASSOCIATION

Per _____ Chair
Chris Melmoth

COUNTY OF RENFREW

BY-LAW NUMBER 50-23

**A BY-LAW TO ADOPT AMENDMENT NO.35
TO THE OFFICIAL PLAN OF THE COUNTY OF RENFREW**

WHEREAS the Council of the Corporation of the County of Renfrew, in accordance with the provisions of Sections 17 and 22 of the Planning Act, as amended hereby enacts as follows:

1. THAT Amendment No. 35 to the Official Plan of the County of Renfrew, consisting of the text attached as Schedule 'I' is hereby adopted.
2. THAT this By-law shall come into force and take effect on the day of final 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 this 26th day of April 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

AMENDMENT NO. 35
TO THE
OFFICIAL PLAN
OF THE
COUNTY OF RENFREW

Prepared For: The Corporation of
the County of Renfrew

Prepared By: Development & Property
Department
(Planning Division)
County of Renfrew
9 International Drive
Pembroke, Ont.
K8A 6W5

April 26, 2023

AMENDMENT NO. 35 TO THE OFFICIAL PLAN FOR
THE COUNTY OF RENFREW

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THE CONSTITUTIONAL STATEMENT

PART A - THE PREAMBLE does not constitute part of this amendment.

PART B - THE AMENDMENT consisting of the following text constitutes Amendment No. 35 to the Official Plan for the County of Renfrew.

PART A - THE PREAMBLE

Purpose

The purpose and effect of the proposed amendments to the County of Renfrew Official Plan is to update some of the Implementation and Interpretation policies set out in Section 17. These updates are in accordance with provincial planning direction and changes to the Planning Act, put forth through Bill 109, the More Homes For Everyone Act, 2022 and Bill 23, the More Homes Built Faster Act, 2022.

Location

The Official Plan amendment affects lands throughout the entire County, therefore a key map or description of the affected lands is not provided.

Basis

The Official Plan for the County of Renfrew was adopted by the Council of the County of Renfrew on March 27, 2002, and approved by the Minister of Municipal Affairs and Housing on June 16, 2003. The Official Plan was recently updated by Official Plan No. 31, under Section 26 of the Planning Act, and approved by the Minister of Municipal Affairs and Housing on August 19, 2021. This amendment represents the thirty-fifth amendment to the Official Plan.

In addition, the Official Plan Amendment includes enabling policies to allow municipalities to delegate the approval of zoning amendments which are minor in nature which include the removal of holding zones and temporary use by-laws.

Summary of Key Changes to the Official Plan

The proposed changes will help differentiate between the general inquiry process and a new, pre-application review process, enhance the requirements for a complete application, adds complete application requirements for site plan applications, and provides fee options for municipalities to consider when implementing a tariff of fee by-law. New policies were added to enable municipalities to delegate the approval of minor zoning amendments.

PART B - THE AMENDMENT

All of this part of the document entitled Part B - The amendment, consisting of the following text constitutes Amendment No. 35 to the Official Plan.

Details of the Amendment

The Official Plan is amended as follows:

- a) Sub-section 2.2(11)(g) is amended by inserting the words “or site alteration by-law” immediately following “site plan control”.
- b) Sub-section 4.3(3) is deleted in its entirety and replaced with the following:

“Small-scale new residential development shall be permitted by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet).”

- c) Sub-section 2.2(24) is renamed from “Secondary Dwelling Units” to “Additional Dwelling Units” and the subsection is deleted in its entirety and replaced with the following:

Additional dwelling units are considered a self-contained residential use with kitchen and bathroom facilities that are within or accessory to a permitted single detached, semi-detached, or row house dwelling (where each primary dwelling is on a separately conveyable lot). Additional dwellings are also permitted as separate, detached dwellings. Additional dwelling units must comply with any applicable laws and standards including the building code, the fire code, and property standards by-laws. Examples of additional dwellings include what are commonly known as in-law flats, basement apartments, granny suites, and coach houses. Additional dwelling units are allowed on a property provided the following criteria are satisfied:

- (1) In urban areas serviced by municipal water and sewer:
 - a. two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land are permitted, if all buildings and structures ancillary to the detached house, semi-

detached house or rowhouse cumulatively contain no more than one residential unit; or

- b. three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or
- c. one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if the detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units.

(2) In areas that are serviced by private septic system and/or a private well:

- a. One additional (a secondary dwelling) unit may be considered per lot.
- b. The local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.
- c. A secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties that are greater than 2 Ha are not required to share the same water and septic systems.
- d. For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit.

- e. A secondary dwelling unit may not be severed from the lot with the primary dwelling.
 - f. Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.
 - g. A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.
 - h. A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent.
 - i. On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.
- d) Sub-section 9.3(2)(a) (ii) and (iii) are amended by adding the words "or development agreements" immediately following "site plan control".
- e) Sub-section 17.5(3)(a) is deleted and replaced with the following:
- "residential development of 10 or less residential units"
- f) In the first sentence of Sub-Section 17.5(4), the words "the Council of" are deleted.
- g) Section 17.5(6) is deleted and replaced with the following:
- "Proposals subject to the provisions of this section may require the approval of plans and drawings (including elevations and cross-section views) which illustrate the location of all buildings and structures to be erected and showing the location of all facilities and works to be provided. In accordance with the provisions of the Planning Act, as amended from time to time, the owner of land may be required to enter into a Site Plan

Control Agreement and provide to the satisfaction of the approval authority such matters as:

- (a) road widenings of highways that abut the land, to provide the minimum road right-of-way widths that would conform to the Ministry of Transportation Permit Requirement Area requirements;
- (b) access to and from the land;
- (c) on-site vehicular loading and parking facilities;
- (d) lighting facilities of the land or any buildings or structures thereon;
- (e) all means of pedestrian access;
- (f) matters related to building construction required under a by-law referred to in Section 97.1 of the Municipal Act, 2001;
- (g) matters relating to exterior access to each building that will contain affordable housing units or to any part of such building, but only to the extent that it is a matter of exterior design;
- (h) the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities;
- (i) facilities designed to have regard for accessibility for persons with disabilities;
- (j) facilities for the storage of garbage and other waste material;
- (k) required Municipal easements;
- (l) grading or alteration in elevation or contour of the land and disposal of storm, surface and waste water from the land; and
- (m) The appearance of the elements, facilities and works on the land or any adjoining highway under a municipality's jurisdiction is not subject to site plan control, except to the extent that the appearance impacts a matter of health, safety accessibility, sustainable design, or the protection of adjoining lands."

h) Section 17.5(9) is deleted and replaced with the following:

- (a) In addition to consideration being given to the need for the enlargement or improvement of road allowances, in any site plan review the application will be circulated to an adjacent road authority (local road and/or County Road). It is the intent of the road authority to acquire suitable road widenings where necessary to ensure safe traffic flows on roads.
- (b) An owner may not be required by a municipality to provide a highway widening unless the highway to be widened is shown on or described in an official plan as a highway to be widened and the extent of the proposed widening is likewise shown or described.

i) In the first sentence of subsection 17.5(8), the words “The Council of the local municipality and/or County Council” are deleted and replaced with “The approval authority”.

j) By adding the following new subsection (6) to “Section 17.6 – Holding Provisions” immediately following Subsection 17.6(5):

“(6) An approval authority may by by-law delegate the authority to pass a by-law to remove a holding zone to a committee of council or an individual who is an officer, employee or agent of the municipality.”

k) By adding the following new subsection (2) to “Section 17.8 – Temporary Uses” immediately following subsection 17.8(1):

“(2) An approval authority may by by-law delegate the authority to pass a by-law to authorize the temporary use of land buildings or structures in accordance with subsection 39(1) of the Planning Act to a committee of council or an individual who is an officer, employee or agent of the municipality.”

l) By adding the following text to the end of Section “17.14 – Zoning By-laws” immediately following the last sentence:

“An approval authority may by by-law delegate the authority to pass a by-law which is minor in nature to a committee of council, or an individual who is an officer, employee or agent of the municipality.”

m) The text in Section 17.16 is deleted and replaced with the following:

Municipalities may, by by-law, establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the Municipality or to the Committee of Adjustment in respect of the processing of each type of application provided for in the tariff. Fees for applications may vary based on complexity of the application processing and review requirements. In addition to application fees, municipalities may implement fees for other matters such as pre-consultations, incomplete applications, and peer review.

n) Section 17.17 is deleted and replaced with the following:

17.17 Pre-consultation Review, and Complete Application

The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan as determined by the approval authority. The County and/or Local municipalities may develop guidelines, Terms of References (TOR) and/or general descriptions of the studies, reports and information that may be required as part of a complete application. These guidelines/TOR may be included as an appendix to this plan, and may be revised, in both instances without the need for an Official Plan Amendment. Applicants are encouraged to submit a pre-consultation request ahead of submitting any applications for development. Where required by by-law by an approval authority, applicants are required to undertake a pre-consultation review with the approval authority before submitting an application.

(1) Pre-consultation - Stage 1

Prior to the submission of an application under the Planning Act, an applicant is encouraged to submit a pre-consultation - stage 1 with the approval authority. The purpose of the stage 1 pre-consultation is to determine and identify issues or policies affecting a proposed planning application. The stage 1 pre-consultation would identify any required information or material required at the time of application submission or for the pre-consultation - stage 2 review. At the stage 1 review, the need to proceed with a stage 2 will be identified.

(2) Pre-consultation - Stage 2

- a) Depending on the scope, issues, and scale of a proposed planning application, an approval authority may determine that a stage 2 pre-consultation is necessary. The need to undertake a pre-consultation - stage 2 will be identified during the stage 1 review. The purpose of the stage 2 is to review the proposed application and the relevant studies and/or information outlined in Section 17.3, prior to the submission of an application. This may include a meeting held with the approval authority and any other external agency as deemed appropriate by the approval authority.
- b) The stage 2 pre-consultation review may require peer review, technical sign-off or acceptance, and/or external agency sign-off of technical studies as part of the review process. The stage 2 review may also incorporate public engagement as part of the review process (See Section 17.18). This engagement may include the hosting of public information sessions, open houses, public meetings, or other strategies.
- c) The approval authority undertaking the pre-consultation review process will provide written confirmation to an applicant upon completion of the pre-consultation review process.

(3) Complete Application

Applications for official plan amendment, zoning by-law amendment, plan of subdivision, plan of condominium, site plan, and consent shall be supported by a complete application. The purpose of requiring a complete application is to ensure that the approval authority has the necessary information to make informed decisions and/or comments on the aforementioned applications and to initiate the time frames for processing applications under the Planning Act.

The applications noted above must be accompanied by the information prescribed under the Planning Act (including the fee) and any or all information outlined below:

- (a) Confirmation of completion of pre-consultation review
- (b) Air Emissions Study
- (c) Aggregate Impact Study
- (d) Archaeological/Heritage Assessment
- (e) Blasting Impact Study
- (f) Environmental/Biological Survey
- (g) Environmental Impact Study (EIS)

- (h) Environmental Site Assessment (Phase I and II)
- (i) Geological/Geotechnical Study
- (j) Housing Study
- (k) Hydrogeological Study
- (l) Landscaping Plan
- (m) Land Use Compatibility Assessment
- (n) Lot grading and drainage
- (o) Market Impact Study
- (p) Noise Impact Study
- (q) Planning Rationale Report
- (r) Public Consultation Strategy
- (s) Servicing Study
- (t) Stormwater Management Plan
- (u) Survey
- (v) Traffic Impact Study
- (w) Tree Preservation Plan/Study
- (x) Urban Design Study
- (y) Vibration Study
- (z) Financial life cycle or asset management analysis
- (aa) Visual Impact Assessment
- (bb) Karst analysis as per Section 2.2.9(c)
- (cc) Elevation survey
- (dd) Minimum Distance Separation Forms
- (ee) Septic Report
- (ff) Architectural Drawings (Elevations/Design Details)
- (gg) Photometric/lighting plan
- (hh) Sun/shade analysis
- (ii) Ministerial approval where applicable (i.e., MTO permits, ECA's, archaeological submissions, record of site condition)
- (jj) Outside agency approval where applicable (i.e., Hydro One, Enbridge, TSSA, Bell, Rogers, School Boards)

This list of information is not intended to be exhaustive. Other information may be required by the approval authority in consultation with other agencies in response to a particular development proposal to deem an application complete. In addition, other studies may be required to address issues that arise during the processing of applications. Qualified professional consultants retained by and at the expense of the proponent shall carry out the studies.

The approval authority may require peer review of the studies at the proponent's expense.

Without limiting the generality thereof, reports submitted in support of a planning application are to include the following information/sections: A description of the proposal; methodology of the study; a summary of all recommendations (including conditions of approval or mitigative measures); and a conclusion statement.

- o) In the first sentence of the second paragraph of Section 17.18, the words "by Council" are deleted. In the second sentence of the second paragraph of Section 17.18, immediately following the words "requested to", the words "conduct public engagement pre-application and/or" are added.
- p) By making the following changes to Section 16 – Township of Whitewater Region Policies:
 - 1) By amending Section 16.2.11(3)(c) to delete the words "site plan agreements" and replacing them with "/or other municipal agreements".
 - 2) By amending Section 16.2.11(3)(h) to delete the words "site plan" and replacing them with "other municipal".
 - 3) By amending Section 16.3.1(2)(f)(v) to delete the words "the plan of subdivision site plan control process" and replacing them with "other municipal agreement".
 - 4) By amending Section 16.5(3) to delete the words "and a site plan agreement".
 - 5) By amending Section 16.7 to delete the words "or site plan approval".

Implementation and Interpretation

The implementation and interpretation of this Amendment shall be in accordance with the respective policies of the Official Plan for the County of Renfrew.

Bold and Strikethrough of Changes as Proposed by OPA 35

2.2(11)(g) - The local municipality may use agreements, site plan control **or site alteration by-law**, or other measures to ensure the protection of a natural shoreline.

2.2(24) – ~~Secondary Dwelling Units~~ Additional Dwelling Units

Additional dwelling units are considered a self-contained residential use with kitchen and bathroom facilities that are within or accessory to a permitted single detached, semi-detached, or row house dwelling (where each primary dwelling is on a separately conveyable lot). Additional dwellings are also permitted as separate, detached dwellings. Additional dwelling units must comply with any applicable laws and standards including the building code, the fire code, and property standards by-laws. Examples of additional dwellings include what are commonly known as in-law flats, basement apartments, granny suites, and coach houses. Additional dwelling units are allowed on a property provided the following criteria are satisfied:

(1) In urban areas serviced by municipal water and sewer:

- a. two residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land are permitted, if all buildings and structures ancillary to the detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit; or**
- b. three residential units in a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if no building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units; or**
- c. one residential unit in a building or structure ancillary to a detached house, semi-detached house or rowhouse on a parcel of urban residential land is permitted, if the detached house, semi-detached**

house or rowhouse contains no more than two residential units and no other building or structure ancillary to the detached house, semi-detached house or rowhouse contains any residential units.

(2) In areas that are serviced by private septic system and/or a private well:

- a. One additional (a secondary dwelling) unit may be considered per lot.
- b. The local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.
- c. A secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties that are greater than 2 Ha are not required to share the same water and septic systems.
- d. For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit.

- e. A secondary dwelling unit may not be severed from the lot with the primary dwelling.
- f. Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.
- g. A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.
- h. A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent.
- i. On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.

~~Also known as accessory or basement apartments, secondary suites and in-law flats, a secondary dwelling unit is a self-contained residential unit with kitchen and bathroom facilities. A secondary dwelling unit is permitted within a single detached, semi-detached, or row house dwelling, or within structures accessory to dwellings (such as above garages). Secondary dwelling units are also permitted as separate, detached dwellings. Secondary dwelling units must comply with any applicable laws and standards. This includes the Building Code, the Fire Code and property standards bylaws.~~

- ~~(1) For properties on full municipal services, the local Zoning By-law may include minimum standards for secondary dwelling units including (but not limited to): dwelling unit area, minimum lot area, parking, and servicing.~~
- ~~(2) For properties that are serviced by private septic system and well, a secondary dwelling unit shall be permitted on lots greater than 0.8 Ha in area. The secondary dwelling is required to share the same water and septic/sewer services as the primary dwelling unit. Secondary dwelling units on properties~~

- ~~that are greater than 2 ha are not required to share the same water and septic systems.~~
- ~~(3) For lots less than 0.8 Ha in area, but greater than 0.4 Ha, a secondary dwelling unit may be considered on a case-by-case basis through the submission of a minor variance application. The proponent of the application will be required to demonstrate that the site is suitable for the proposed secondary unit including matters such as (but not limited to): dwelling unit area, minimum lot area, surrounding land uses, parking, and servicing. An engineering report prepared by a qualified professional shall be submitted with the minor variance application that demonstrates that the additional effluent output can be satisfactorily managed and that there is a potable source of water (quantity and quality) for the secondary unit. Municipalities may require a site plan prior to approval of a secondary dwelling unit.~~
 - ~~(4) A secondary dwelling unit may not be severed from the lot with the primary dwelling.~~
 - ~~(5) Mobile homes and Recreational Vehicles will not be considered as a secondary dwelling.~~
 - ~~(6) A secondary dwelling shall not be permitted on 'at capacity lakes' or 'lakes near capacity'.~~
 - ~~(7) A secondary dwelling may be permitted on waterfront properties by minor variance provided a study is submitted demonstrating no negative impacts on the water body, the availability of potable drinking water (quantity and quality), and that addresses septic effluent. Municipalities may require a site plan prior to approval of a secondary dwelling unit.~~
 - ~~(8) On lands designated Agriculture, a secondary dwelling may be permitted by the local municipality through the requirements of the local zoning by-law. The secondary dwelling is to be located in close proximity to the primary dwelling. The secondary dwelling location should not sterilize agriculturally productive land or create conflict for adjacent farms.~~

4.3(3) - Small-scale new residential development shall be permitted by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet). Generally, new residential development shall occur in the form of single-detached lots created by the severance process as infilling or minor rounding out within the village area. Infilling is defined as the creation of a lot between two existing dwellings which are

~~separated by not more than 40 metres (133 feet) or between an existing dwelling and a street which are separated by not more than 40 metres (133 feet).~~

9.3(2)(a) – Policies related to development adjacent to an At Capacity Lake

- ii. All new tile fields are setback at least 300 metres from the shoreline of lakes and it can be demonstrated that there will be no impacts on lake water quality from either the septic system or other land uses (dwelling, accessory buildings, site alteration). Development must be supported by a report prepared by a qualified professional that demonstrates the lake and the related hydrologic functions will be protected, improved or restored. Mitigation measures and/or alternative development approaches may be required. Site plan control **or Development agreements** may be utilized by the local municipality to implement any recommended mitigation measures; or
- iii. A site-specific soils investigation prepared by a qualified professional demonstrates that phosphorus can be retained in deep, native, acidic soils on-site. A report, prepared by a qualified professional, is required to demonstrate that there will be no negative impact on the lake water quality as a result of any development. Site plan control **or Development agreements** may be utilized by the local municipality to implement any recommended mitigation measures.

17.5 Site Plan Control

Site plan control is a mechanism used to control design features of residential, commercial, industrial and institutional developments. Provisions for such features as off-street parking and loading, walkways, lighting, buffering, garbage storage, grading, stormwater facilities, outdoor storage, landscaping, exterior façade, and other features can be addressed.

- (1) County Council shall encourage the use of the site plan control provisions of the Planning Act to implement the policies and provisions of this Plan and the local Official Plans, and to coordinate and enhance the built environment of the local community.
- (2) Pursuant to the Site Plan Control provisions of the Planning Act, the whole of the County is designated as a proposed Site Plan Control Area.
- (3) A local Council may, by by-law, designate the whole or any part of its municipality as a Site Plan Control Area. The following uses, however, will be excluded from site plan control unless otherwise indicated in the local Official Plan:

- (a) **residential development of 10 or less residential units**~~residential development of one or two dwelling units per lot, unless the associated lands exhibit physical constraints to development, or are considered environmentally sensitive, or have water frontage;~~
 - (b) agricultural buildings and structures associated with farming operations typical to the area; and
 - (c) buildings and structures for flood control or conservation purposes.
- (4) Within a Site Plan Control Area ~~the Council of~~ a municipality may require site plans, drawings and/or agreements to ensure the provisions of all or any of the matters described in Section 41 of the Planning Act, including matters relating to exterior design, and facilities for accessibility for people with disabilities. With respect to exterior design, site plan control may address the character, scale, appearance and design features of buildings and their sustainable designs as well as sustainable design elements on the adjoining street (landscaping, permeable pavement materials, street furniture, curb ramp, waste and recycling containers and bicycle parking facilities.)
- (5) The basic criteria to be used for reviewing development proposals are contained in the relevant policies of this Plan or local Official Plan. Through the application of these policies, the municipalities will seek to provide for development which, among other things will:
- (a) be functional for the intended use;
 - (b) be properly designed for on-site services and facilities;
 - (c) be safe for vehicular and pedestrian movements;
 - (d) provide compatibility of conceptual design amongst uses;
 - (e) minimize adverse effects on adjacent properties; and
 - (f) be designed to encourage active transportation strategies.
- (6) Proposals subject to the provisions of this section may require the approval of plans and drawings **(including elevations and cross-section views)** which illustrate the location of all buildings and structures to be erected and showing the location of all facilities and works to be provided. In accordance with the provisions of the Planning Act, as amended from time to time, the owner of land may be required to enter into a Site Plan Control Agreement and provide to the satisfaction of the ~~Municipality~~ **approval authority** such matters as:
- (a) road widenings of highways that abut the land, to provide the minimum road right-of-way widths that would conform to the Ministry of Transportation Permit Requirement Area requirements;

- (b) access to and from the land;
 - (c) on-site vehicular loading and parking facilities;
 - (d) lighting facilities of the land or any buildings or structures thereon;
 - (e) all means of pedestrian access;
 - (f) ~~landscaping of the land~~ matters related to building construction required under a by-law referred to in Section 97.1 of the Municipal Act, 2001;
 - (g) matters relating to exterior access to each building that will contain affordable housing units or to any part of such building, but only to the extent that it is a matter of exterior design;
 - (h) the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities;
 - (i) facilities designed to have regard for accessibility for persons with disabilities;
 - (j) facilities for the storage of garbage and other waste material;
 - (k) required Municipal easements; and
 - (l) grading or alteration in elevation or contour of the land and disposal of storm, surface and waste water from the land;
 - (m) the appearance of the elements, facilities and works on the land or any adjoining highway under a municipalities jurisdiction is not subject to site plan control, except to the extent that the appearance impacts a matter of health, safety accessibility, sustainable design, or the protection of adjoining lands.
- (7) It is intended that the Site Plan Control Policies established in this Plan may serve as the policies for all local municipalities covered by this Plan and that it will not be necessary to include specific Site Plan Policies in local Official Plans. Nothing in this Plan, however, shall prevent a local Official Plan from refining or elaborating upon the Site Plan Control Policies of this Plan or, broadening the range of application provided that there is no conflict with this Plan.
- (8) ~~The Council of the local municipality and/or County Council~~ **The approval authority** may require the owners of lands, proposed for development under site

plan control, to enter into one or more agreements under the Planning Act, to address all the matters contained therein.

- (9) **(a) In addition to consideration being given to the need for the enlargement or improvement of road allowances, in any site plan review the application will be circulated to an adjacent road authority (local road and/or County Road). It is the intent of the road authority to acquire suitable road widenings where necessary to ensure safe traffic flows on roads.**

(b) An owner may not be required by a municipality to provide a highway widening unless the highway to be widened is shown on or described in an official plan as a highway to be widened and the extent of the proposed widening is likewise shown or described.

~~In addition to consideration being given to the need for the enlargement or improvement of local road allowances, in any site plan review which abuts a County Road, it is the intent of the County of Renfrew to acquire suitable road widenings where necessary to ensure safe traffic flows on County Roads. Therefore, it is the policy of County Council that all site plan approvals adjacent to County Roads are circulated to the County for review prior to their approval.~~

- (10) Outdoor storage areas should be adequately screened and not be visible from the road to ensure these uses are not a distraction to the travelling public and to maintain the aesthetic character of the area.

17.6 Holding Provisions

- (1) Where the use of land for a particular purpose has been established but details related to design, servicing, phasing, environmental considerations and other matters have not been completely resolved, a Local Council may apply holding provisions within the zoning by-law as provided under Section 36 of the *Planning Act, 1990*. At the time of rezoning to the holding category, Local Council shall identify the criteria for development that are to be met at a later date. The criteria may include the phasing of development or the completion of any necessary agreements. Local Council may consider additional criteria beyond those specified in this Plan as deemed necessary for a particular development, provided they are specified at the time of rezoning by way of a Council Resolution, an explanatory note to the by-law amendment or other appropriate means.
- (2) The holding provision shall be applied by the use of a holding symbol "h" in conjunction with the appropriate zone symbol denoting the eventual use of the lands.
- (3) Prior to removing a holding symbol, Local Council shall be satisfied that all the necessary criteria have been met. Subdivision and development agreements may be used as a means of satisfying a Local Council that removal of the holding provisions is appropriate.

- (4) Under the holding provisions, interim or passive uses such as open space, conservation and existing uses will be permitted.
- (5) An amending By-law removing the holding symbol shall not require the full public participation process with mechanism for appeal as outlined in Sections 34(11) and 34(25.1) of the *Planning Act*, 1990. Local Council shall give notice of its intention to pass an amending By-law to persons and agencies prescribed by regulation made under the *Planning Act*. When the holding symbol “h” has been removed, the land use provisions of the appropriate zone shall apply.
- (6) **An approval authority may by by-law delegate the authority to pass a by-law to remove a holding zone to a committee of council or an individual who is an officer, employee or agent of the municipality.**

17.8 Temporary Uses

- (1) A Temporary Use By-law is a by-law passed by a local Council for the purpose of allowing a use that is otherwise prohibited by that municipality’s zoning by-law. The by-law must define the land or lands to which it applies and it shall prescribe the period of time during which it is in effect, in accordance with the *Planning Act*.

The following criteria shall apply where a Temporary Use By-law, pursuant to the authority of Section 39 of the *Planning Act*, is used by local municipalities in the implementation of the Official Plan.

- (a) Temporary Use By-laws shall not be passed for the purpose of permitting uses that are not in conformity with this Plan.
- (b) The proposed use shall be compatible with the surrounding land uses.
- (c) Required services shall be adequate for the proposed use.
- (d) Access and parking shall be appropriate for the proposed use.
- (2) **An approval authority may by by-law delegate the authority to pass a by-law to authorize the temporary use of land buildings or structures in accordance with subsection 39(1) of the Planning Act to a committee of council or an individual who is an officer, employee or agent of the municipality.**

17.14 Zoning By-laws

The local Zoning By-law will be the primary means of implementing the policies of this Plan. **An approval authority may by by-law delegate the authority to pass a by-law**

which is minor in nature to a committee of council, or an individual who is an officer, employee or agent of the municipality.

17.16 Tariff of Fees

~~Local municipalities~~ **Municipalities may**, by by-law, establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the Municipality or to the Committee of Adjustment in respect of the processing of each type of application provided for in the tariff. **Fees for applications may vary based on complexity of the application processing and review requirements. In addition to application fees, municipalities may implement fees for other matters such as pre-consultations, incomplete applications, and peer review of studies.**

17.17 Pre-consultation **Review**, and Complete Application

The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan as determined by the approval authority. The County and/or Local municipalities may develop guidelines, Terms of References (TOR) and/or general descriptions of the studies, reports and information that may be required as part of a complete application. These guidelines/TOR may be included as an appendix to this plan, and may be revised, in both instances without the need for an Official Plan Amendment. Applicants are encouraged to submit a pre-consultation request ahead of submitting any applications for development. Where required by by-law by an approval authority, applicants are required to undertake a pre-consultation review with the approval authority before submitting an application.

(1) Pre-consultation – Stage 1

Prior to the submission of an application under the Planning Act an applicant is encouraged to ~~pre-consult~~ **submit a pre-consultation – stage 1** with the approval authority. The purpose of the ~~pre-consultation stage 1 pre-consultation~~ is to determine **and identify issues or policies affecting a proposed planning application. the scale and scope of** The stage 1 pre-consultation would identify any required information or material **required at the time of application submission or for the pre-consultation review – stage 2 review. At the stage 1 review, the need to proceed**

with a stage 2 will be identified. ~~necessary to ensure the submission of a complete application.~~

(2) Pre-consultation – Stage 2

- a) Depending on the scope, issues, and scale of a proposed planning application, an approval authority may determine that a stage 2 pre-consultation is necessary. The need to undertake a pre-consultation – stage 2 will be identified during the stage 1 review. The purpose of the stage 2 is to review the proposed application and the relevant studies and/or information outlined in Section 17.3, prior to the submission of an application. This may include a meeting held with the approval authority and any other external agency as deemed appropriate by the approval authority.
- b) The stage 2 pre-consultation review may require peer review, technical sign-off or acceptance, and/or external agency sign-off of technical studies as part of the review process. The stage 2 review may also incorporate public engagement as part of the review process (See Section 17.18). This engagement may include the hosting of public information sessions, open houses, public meetings, or other strategies.
- c) The approval authority undertaking the pre-consultation review process will provide written confirmation to an applicant upon completion of the pre-consultation review process.

(3) Complete Application

Applications for official plan amendment, zoning by-law amendment, plan of subdivision, **plan of condominium, site plan**, and consent shall be supported by a complete application. The purpose of requiring a complete application is to ensure that ~~Council~~ **the approval authority** has the necessary information to make informed decisions and/or comments on the aforementioned applications and to initiate the time frames for processing applications under the Planning Act.

The applications noted above must be accompanied by the information prescribed under the Planning Act (including the fee) and any or all information outlined below:

- (a) Confirmation of completion of pre-consultation review**
- (b) Air Emissions Study
- (c) Aggregate Impact Study
- (d) Archaeological/Heritage Assessment
- (e) Blasting Impact Study
- (f) Environmental/Biological Survey
- (g) Environmental Impact Study (EIS)

- (h) Environmental Site Assessment (Phase I and II)
- (i) Geological/Geotechnical Study
- (j) Housing Study
- (k) Hydrogeological Study
- (l) Landscaping Plan
- (m) Land Use Compatibility Assessment
- (n) Lot grading and drainage
- (o) Market Impact Study
- (p) Noise Impact Study
- (q) Planning Rationale Report
- (r) Public Consultation Strategy
- (s) Servicing Study
- (t) Stormwater Management Plan
- (u) Survey
- (v) Traffic Impact Study
- (w) Tree Preservation Plan/Study
- (x) Urban Design Study
- (y) Vibration Study
- (z) Financial life cycle **or asset management** analysis
- (aa) Visual Impact Assessment
- (bb) Karst analysis as per Section 2.2.9(c)
- (cc) Elevation survey**
- (dd) Minimum Distance Separation Forms**
- (ee) Septic Report**
- (ff) Architectural Drawings (Elevations/Design Details)**
- (gg) Photometric/lighting plan**
- (hh) Sun/shade analysis**
- (ii) Ministerial approval where applicable (i.e., MTO permits, ECA's, archaeological submissions, record of site condition)**
- (jj) Outside agency approval where applicable (i.e., Hydro One, Enbridge, TSSA, Bell, Rogers, School Boards)**

~~(3)~~—This list of information is not intended to be exhaustive. Other information may be required by the approval authority in consultation with other agencies in response to a particular development proposal to deem an application complete. In addition, other studies may be required to address issues that arise during the processing of applications. Qualified professional consultants retained by and at the expense of the proponent shall carry out the studies. The approval authority may require peer review of the studies at the proponent's expense.

Without limiting the generality thereof, reports submitted in support of a planning application are to include the following information/sections: A description of the proposal; methodology of the study; a summary of all recommendations (including conditions of approval or mitigative measures); and a conclusion statement.

~~(4) — The specific submission requirement for any given application will be based on the scale of the proposal, its location, and its location in relation to other land uses and where described by the policies of the plan.~~

17.18 Public Consultation

Applications for Plans of Subdivision, Consents, Minor Variances, Zoning By-law Amendments, and Official Plan Amendments will follow the public consultation processes for giving notice and holding meetings in accordance with the requirements of the Planning Act and associated regulations.

Alternatives to public consultation, beyond the minimum requirements of the Planning Act, may be considered for major and/or controversial planning applications where deemed appropriate ~~by Council~~. A developer may be requested to **conduct public engagement pre-application, and/or** prepare a “Public Consultation Strategy” as part of a complete application. The strategy should outline a specific process for notifying and engaging the public regarding the specific application.

Public notice and a public meeting shall not be required for technical Official Plan and Zoning By-law changes which, in the opinion of Council, do not affect the policies and intent of the document they are amending.

CHANGES TO SECTION 16 – TOWNSHIP OF WHITEWATER REGION POLICIES

16.2.11(3)(c) -Phase 3: Implementation

- i. The approved Site Development and Mitigation Plan, and requirements for the design and installation of septic systems shall be implemented through zoning, development agreements (subdivision, condominium or consent) and **/or other municipal agreements** ~~site-plan agreements~~.

16.2.11(3)(h) - Notwithstanding any other provision of this Plan to the contrary, for the lands located within the Waterfront – Exception Two (Muskrat Lake) designation, a natural vegetative buffer, which is at least 20 metres (66 feet) in depth, measured from the normal high water mark, shall be required for all new development and redevelopment. All lands located within the buffer area shall be maintained in a natural vegetative state in accordance with the Natural Shoreline Buffer policies of Section 16.2.6 of

this Plan. The requirements for protection of buffer areas shall be implemented through rezoning, development agreements or ~~site-plan~~ **other municipal** agreements.

16.3.1(2)(f)(v) - when the 100 metre setback is waived due to a screen of mature vegetation, agreements must be entered into that ensure the screening effect of the vegetation is not compromised. Either a consent agreement or **other municipal agreement** ~~the plan of subdivision site plan control process~~ shall be used to carry out this requirement.

16.5(3) - A site evaluation report ~~and a site plan agreement~~ may be required by the Township in support of requests to reduce the setback for existing lots of record beyond that which is established in the zoning by-law. The site evaluation report will clearly identify the compensating features that justify the reduction in setback and will propose mitigation measures to further reduce the impact of the development.

16.7 - Site evaluation reports shall be required for waterfront development proposals greater than 5 lots, resort or condominium development. Council may also require a site evaluation report to support waterfront development proposals containing less than 5 lots. The site evaluation report shall take into consideration the existing water quality of the water body, surface water runoff, impacts and loadings of phosphorous from septic systems, type of soils, stormwater management and nature of vegetation. The Township shall, at the expense of the developer, retain the services of a qualified professional to review the site evaluation report to ensure the protection of water quality. Mitigation measures arising as a result of the recommendations of the evaluation report and/or peer review shall be implemented as a condition of development. ~~or site plan approval.~~ The report shall also address relevant requirements for waterfront development as outlined in Section 2 – General Development Policies of this Plan.

March 27, 2023

County of Renfrew
Development and Property
9 International Drive
Pembroke, Ontario
K8A 5S2

Attn Bruce Howarth, Manager of Planning Services

Re Official Plan Amendment No. 35

Dear Mr. Howarth,

Further to our letter dated December 14, 2022, and the presentation delivered at the public meeting held by way of special session of County Council on December 21, 2022, we are now in receipt of the notice of a second public meeting, with respect to proposed to be held on April 11, 2023, with respect to proposed Official Plan Amendment No. 35.

We have taken the opportunity to review the updated Official Plan Amendment document and are disappointed that the latest draft does not address the concerns that we previously identified. Specifically, we continue to object to three points:

- **The need for a pre-consultation meeting involving “any other external agency”**

The *Planning Act* is clear that the requirement to pre-consult is limited to consultation with a municipality. External agencies should be involved in due course through the application review process.

- **Reference to peer review as part of the stage 2 pre-consultation**

Peer reviews are an important part of the process, but the assertion that they may be required before an application can be considered complete is contrary to the *Planning Act*. Pre-consultation is for municipalities to provide direction on “information and materials” that the council considers it may need in advance of the submission, it is not an exercise in the review and determination of the appropriateness of the submission materials before accepting the application.

- **The inclusion of plans of subdivision, Plans of Condominium and Consent applications in the proposed Official Plan Amendment.**

This is beyond the scope of the changes required by Bills 109 and is contrary to the spirit and intent of the legislation which is to speed up the approval and delivery of new housing. There is no need to make



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existing processes that are unaffected by Bill 109 more cumbersome, which will in turn slow the application process down.

We continue to be of the opinion that the additional layers of pre-consultation will serve to make the process longer and discourage prospective applicants from participating in the process, which is the opposite of the intentions of Bill 109. We trust that the County will consider our comments in preparing a staff report and making a recommendation to the Development and Property Committee and ultimately to County Council.

As discussed previously, we continue to encourage the County to seek a legal opinion on the changes being proposed through Official Plan Amendment No. 35. We would also like to draw to your attention the fact that as of the writing of this letter, we are aware of four Ontario municipalities (Ajax, Brampton, Burlington and Oakville) that have passed Official Plan Amendments in response to Bill 109 and have had their amendments appealed to the Ontario Land Tribunal (OLT). While we have not seen the appeal documents themselves (they are in the 'intake' stage with the OLT), we have reviewed the Official Plan Amendments passed by the four aforementioned municipalities and the public comments that were submitted as part of those approval processes. The adopted Official Plan amendments are all very similar to the proposed OPA No. 35 in that they have also 'front loaded' the process and are also proposing to require external agency and possibly peer reviews prior to submission.

If the County does pass Official Plan Amendment No. 35, we would appreciate being provided a copy of the notice of decision

Yours truly,

Jp2g Consultants Inc.
Engineers • Planners • Project Managers

A handwritten signature in black ink, appearing to read 'A Hommik', written in a cursive style.

Anthony Hommik, MCIP, RPP
Manager | Planning Services

April 26, 2023

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

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

INFORMATION

1. June Operations Committee Meeting Location

The Operations Committee provides the option for local municipalities to host one of its regular meetings at the offices of local municipalities. In response to this, the Township of McNab/Braeside has requested to host both the Operations and Development and Property Committees in June in their municipal Council Chambers. The objective with hosting in the local municipality is to enable the staff and local municipal Council to meet with the Operations Committee to discuss any matters of common interest or concern.

2. Monthly Project Status Report

Attached as Appendix I is the Monthly Project Status Report for the information of Council.

3. Capital Program Variance Report

Attached as Appendix II is the Capital Program Variance Report for the information of Council.

4. Winter Operations

The month of March provided a variety of winter weather conditions that required staff responses. The following table outlines the Significant Weather Events declared to date for the 2022/2023 winter season. Staff continues to be ready to respond to winter events as they occur.

Declaration Start			Declaration End			Reason
Month	Day	Time	Month	Day	Time	
Dec	22	10:22 AM	Dec	25	12:13 PM	Snow
Jan	4	11:19 AM	Jan	5	1:47 PM	Ice/Snow
Jan	12	7:51 AM	Jan	14	8:43 AM	Snow
Jan	25	12:39 PM	Jan	26	1:27 PM	Snow
Feb	2	3:39 PM	Feb	3	1:46 PM	Snow
Feb	9	7:41 AM	Feb	10	1:51 PM	Ice
Feb	22	7:59 AM	Feb	23	3:24 PM	Snow
Mar	3	9:00 PM	Mar	4	3:00 PM	Snow
Mar	22	8:00 AM	Mar	23	11:50 AM	Ice
Mar	31	12:14 PM	Apr	1	10:25 AM	Ice

Appendix III is a summary of the winter events and precipitation amounts since the 2018/2019 winter season. In viewing the data provided, it must be noted that the precipitation recorded are the totals of a mixture of snow, rain and freezing rain, etc. The Table also provides a summary of the type of events which were responded to, as well as the type and amount of material used during the response.

5. Fire Dispatch System

The Fire Dispatch System for the County of Renfrew located at the Central Ambulance Communications Centre (CACC) in the Town of Renfrew is at its end of life and requires upgrading. The system is used to dispatch 18 Fire Departments within the County of Renfrew (with the exception of Arnprior) and includes the City of Pembroke and the Algonquins of Pikwakanagan First Nation.

The equipment for fire dispatch was purchased by the County of Renfrew to support the municipal partner's fire services. Originally, the equipment was the County of Renfrew consoles (Roads Department) and was supported on the Ministry of Health's (MOH) radio network inclusive of UHF and VHF repeaters located in Foymount. In 2009, the radio, tower and equipment were all switched over to the County of Renfrew and they had the full contract with Christie and Walther, now BearCom to maintain the equipment. A service contract for equipment was supported through the County of Renfrew and CACC was the operator only. A Break and Fix contract was supported by CACC in reporting the issues directly to the vendor and ensuring the County of Renfrew was informed of any repairs for their equipment. Reprogramming of paging functions for the fire departments or changings in operational protocols would be billed back to the CACC/MOH.

BearCom has provided a quote in the amount of \$318,710 plus taxes to replace the equipment. As this purchase is unbudgeted for in 2023, our Committee has directed staff to develop a business case and explore options for the County of Renfrew's Fire Dispatch System for Council consideration.

6. County Road 512 (Foymount Road) Reconstruction Update

County staff received a call from Hydro One on March 28, 2023 with an update on the progression of the utility relocations as follows:

- Hydro One anticipates completion of their portion of Part 1 by the end of April;
- Bell anticipates completion of their portion of Part 1 by the end of May;
- Class A estimate for Part 2 near completion, undergoing review; and
- Given the amount of works, Part 2 is not anticipated to be completed by June as was originally planned.

The map included as Appendix IV illustrates the locations for Parts 1 and 2. Part 1 is from Harrington Creek (B257) to Buelow Road (2.88km long), and Part 2 is from Buelow Road to Miller Road (3.96km long).

Given the delay in timeline, staff requested the Design Consultant review the potential of completing road works in Part 2 prior to utilities being relocated. Unfortunately, some utility poles would be in direct conflict with the realigned sections of the road. As such, the Consultant has recommended that the tender for the road works in 2023 include both Part 1 and Part 2, but specify a completion date in 2024. The tender would note the operational constraints as follows:

- Utility relocations for Part 2 will not be complete until October 1, 2023 (this is a conservative date to make sure utilities will be done);
- No section of roadway shall be left without base course asphalt over any winter shutdown period;
- All paving shall be completed prior to November 15, 2023.

Staff has requested that the Consultant proceed with tender preparation on this basis; and are continuing discussions with Hydro One and Bell to attempt to move up the October 1 utility date to complete as much road works as possible in 2023.

RESOLUTIONS

7. County Road 51 Roundabout – Garrison Petawawa

RESOLUTION NO. OP-CC-23-04-38

Moved by Chair

Seconded by Committee

THAT County Council send a letter of endorsement to Garrison Petawawa under the Warden's signature for the construction of a roundabout on County Road 51 (Petawawa Boulevard) at the gate leading into Garrison Petawawa; AND FURTHER THAT a second

letter be sent advising that the County of Renfrew will be responsible for the asset once completed, however is not in a position to provide financial contributions to this project.

Background

County of Renfrew Public Works and Engineering staff attended a meeting on March 6, 2023 with Garrison Petawawa staff to discuss the construction of a roundabout at the Garrison Gate. The County has completed a design and estimate for the proposed roundabout at the intersection of County Roads 51 (Petawawa Boulevard) and 55 (Paquette Road), and Menin and Festubert Roads. Garrison staff would like to proceed with obtaining funding for this project and require a letter of endorsement from the County of Renfrew. A second letter indicating that the County is unable to contribute financially to this project is also required. It was understood that if funding is provided, the County will manage and deliver the project which potentially would proceed during 2026 – 2027 construction seasons.

Garrison staff are continuing to pursue the development of a new entrance/exit to the base from Highway 17 located at Brindle Crossing and anticipates this to be completed before work begins at the main gate.

8. Addition of County Road 4 (Storyland Road) in 2023 Capital Plan

RESOLUTION NO. OP-CC-23-04-40

Moved by Chair

Seconded by Committee

THAT County Council approve the removal of County Road 24 (White Water Road) from Stafford Third Line to Highway 17 at a budget of \$1,309,911 from the 2023 Capital Budget; AND FURTHER THAT County Road 4 (Storyland Road) from County Road 653 (Chenau Road) to Alex Lane be added to the 2023 Capital Budget in the amount of \$1,309,911.

Background

County of Renfrew Public Works and Engineering staff has noted that the section of County Road 4 (Storyland Road) from County Road 653 (Chenau Road) to Alex Lane in the Township of Horton has required a significant amount of patching this spring. Upon further review, it has been found that deterioration of the road has accelerated in this area due to the freeze thaw action and apparent poor base structure. This section of County Road 4 was planned for rehabilitation in 2025 in the County of Renfrew Asset Management Plan; however, would require excessive maintenance in order to reach that milestone.

The section of County Road 24 (White Water Road) from Stafford Third Line to Highway 17 in the Township of Laurentian Valley was scheduled for 2023; however, the Ontario Ministry of Transportation (MTO) has rehabilitated the worst condition stretches of this section of road and the remainder is anticipated to be in adequate condition to defer. It

is proposed that this section of County Road 24 be deferred to 2025 in order to limit the impact on the 10-year plan from moving County Road 4 to 2023.

9. **Addition of County Structure C168 (Lake Clear Tri Culverts) in 2023 Capital Plan**

RESOLUTION NO. OP-CC-23-04-41

Moved by Chair

Seconded by Committee

THAT County Council approve reducing the 2023 Capital Budget allocation for County Structure C325 (Neilson Creek Culvert) from \$450,000 to \$31,000; AND FURTHER THAT County Structure C168 (Lake Clear Tri Culverts) be added to the 2023 Capital Budget in the amount of \$419,000.

Background

County Structure C168 (Lake Clear Tri Culverts) is located on Lake Clear Road approximately 1.7km south of County Road 512 (Foymount Road) in the Township of Bonnechere Valley. County of Renfrew Public Works and Engineering staff has noted that sinkholes began appearing in the roadway over the structure. As sinkholes over culverts are an indication that the culvert has become perforated, and the flowing water is washing away fine granular materials around the pipes, the replacement of this structure must be prioritized and completed in 2023 before further degradation or failure occurs. Design and construction for the replacement of C168 can be completed by County staff in order to reduce costs and hasten completion. In order to ensure there is no negative impact on the overall Capital Plan, \$419,000 should be allocated to the project.

County Structure C325 (Neilson Creek Culverts) is located near C168 on Lake Clear Road approximately 2.2km south of County Road 512 (Foymount Road) in the Township of Bonnechere Valley. The design for the replacement of C325 is being undertaken by Stantec and is nearing completion; design should still be completed in 2023 so that the replacement is shovel ready in a future year. The replacement for C325 was planned for 2023 due to the age of the structure; similar to C168, there is limited access to inspect the interior of the culvert structure and therefore it is difficult to confirm condition. As it is suspected that C325 is nearing the end of its service life, deferral of its replacement should only be for one year. As no indications of failure are apparent, staff believe a one-year deferral will not be detrimental to the structure. To complete the design in 2023, \$31,000 should remain allocated to C325.

The effect on the Asset Management Plan (AMP) of moving C168 into 2023 and C325 to 2024 will be evaluated further by staff during the annual AMP review.

10. **County of Renfrew Sign Fee Structure**

RESOLUTION NO. OP-CC-23-04-42

Moved by Chair

Seconded by Committee

THAT County Council approve the fees associated with signage permits be altered from their existing values to Four Hundred and Fifty Dollars (\$450) for a three (3) year permit.

Background

At the March 31, 2023 meeting of County Council, members of Council adopted By-law 39-23 to amend Corporate Policy PW-04 Regulating Advertising Signs and Devices within the County Road allowance within the jurisdiction of the Corporation of the County of Renfrew. This Policy pertains to existing and future private advertising signage placed within a County Road allowance.

Currently, the fees associated with placing private advertising signage within a County Road allowance are Two Hundred Dollars (\$200) annually for County Roads located in “resort areas” and One Hundred and Fifty Dollars (\$150) annually for all other County Roads.

Our Committee is proposing that the fee structure for private advertising signage within a County Road allowance be altered to Four Hundred and Fifty Dollars (\$450) for a three-year permit for all County Roads. The change would require a greater level of commitment from businesses when considering placing signage within a County Road allowance, however, would also reduce the level of burden placed on staff in administering the program. The level of effort required in administering the program is the same for all County Roads and therefore it is proposed that all roads have the same fee structure.

BY-LAWS

11. **Renfrew County Weed Inspector**

RESOLUTION NO. OP-CC-23-04-39

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law appointing Mr. Richard Bolduc as Weed Inspector for the County of Renfrew; AND FURTHER THAT By-law 66-14 is hereby rescinded.

Background

The County of Renfrew is obligated under the Weed Control Act, R.S.O. 1990, Chapter W.5, as amended to appoint a Weed Inspector. With the restructuring of the Development and Property Department, this role has been transferred to the Public Works and Engineering Department.

12. **PWC-2023-31 – Rehabilitation of County Structure B310 (Ski Hill Bridge)**

RESOLUTION NO. OP-CC-23-04-43

Moved by Chair

Seconded by Committee

THAT Contract PWC-2023-31 as submitted by Bonnechere Excavating Inc. (BEI), Renfrew, Ontario for rehabilitation of County Structure B310 (Ski Hill Bridge) located on County Road 58 (Round Lake Road) in the Township of Laurentian Valley in the amount of \$847,082 plus HST be approved; AND FURTHER THAT County Council pass a By-law to Authorize Execution of the Contract.

Background

County Structure B310 (Ski Hill Bridge) is located on County Road 58 (Round Lake Road) approximately 3.2km west of Stencells Road in the Township of Laurentian Valley. A Request for Tender was issued for its rehabilitation and the results of the submissions are as follows:

- | | |
|---|--------------|
| 1. Bonnechere Excavating Inc., Renfrew, Ontario | \$847,082.00 |
| 2. GIP Paving Inc., Kingston, Ontario | 1,012,107.30 |
- All amounts exclude applicable taxes

Financial Implications

The 2023 Capital Budget allocation for B310 (Ski Hill Bridge) is \$1,200,000. A comparison of the 2023 budget and projected costs is provided in the following table:

B310 (Ski Hill Bridge)			
	2023 Budget	Low Tender	
		Projected	Variance Over/(Under)
Construction	970,000.00	847,082.00	(122,918.00)
Engineering - Design/Tendering	20,000.00	20,000.00	-
Project Administration and Construction Supervision	85,000.00	90,000.00	5,000.00
Material Testing (Allowance)	15,000.00	15,000.00	-
Contingency	93,219.00	42,354.10	(50,864.90)
Applicable Taxes	16,781.00	14,654.52	(2,126.48)
Total	1,200,000.00	1,029,090.62	(170,909.38)
*Projected costs are based on Tender results, internal costs, and line painting			

Staff confirm that there are sufficient funds in the 2023 Capital Budget to complete this project as tendered.

13. **Bridge Load Posting By-law**

RESOLUTION NO. OP-CC-23-04-44

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law Restricting the Weight of Vehicles Passing Over Bridges in the County of Renfrew; AND FURTHER THAT By-law 12-21 be repealed.

Background

In 2020, the County of Renfrew solicited the services of an Engineering Consultant to inspect and perform structural analysis on several structures to check and confirm required load postings. By-law 12-21 was passed following the recommendations stemming from these inspections and analysis.

A number of the structures included under By-law 12-21 have since had major rehabilitation or reconstruction completed. The works completed on these structures have brought the structures into compliance with the Canadian Highway Bridge Design Code and negated the need for load posting. Additionally, the County solicited the services of J.L. Richards and Associates to inspect a number of County structures and perform structural analysis to check or confirm required load postings in 2022.

A summary table of the load restrictions currently required on County of Renfrew bridges is included in Schedule 'I' attached to the new By-law.

14. **Policy PW-02 Bridges**

RESOLUTION NO. OP-CC-23-04-45

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law approving Corporate Policy PW-02 Bridges which outlines the criteria for new, existing or replaced bridges to be considered for County of Renfrew structures.

Background

Amendments to Policy PW-02 Bridges include the removal of the requirement for County Structures to be located on maintained roads; a stipulation that the design for County Structures on Seasonal Roads include a review of potential removal for Council's consideration; and greater description of design, construction, and maintenance responsibilities on County Structures. Comments received from the local municipalities have been incorporated into the Policy.

15. **County Road 56 (Woito Station Road) Road Access Agreement**

RESOLUTION NO. OP-CC-23-04-46

Moved by Chair

Seconded by Committee

THAT a Road Access Agreement to County Road 56 (Woito Station Road) in the Township of North Algona Wilberforce between Tera Dojczman and Jacob Dojczman and the County of Renfrew be approved; AND FURTHER THAT County Council pass a By-law to Authorize Execution of the Road Access Agreement.

Background

The owners of property adjacent to County Road 56 (Woito Station Road) in the geographic Township of Wilberforce, in the Township of North Algona Wilberforce have made application for the severance of two new lots fronting onto County Road 56 (Woito Station Road). The creation of the new lots have been granted on the condition that the applicant enters into an agreement with the County regarding access to County Road 56 due to restrictions in entrance spacing requirements. The new lots are described as Part of Lot 6, Concession 25, in the geographic Township of Wilberforce, shown as Parts 1, 2, 3 and 4 on the enclosed Survey Plan 49R-20333. The mutual access will serve as the access point for both severed lots.

The new lots could not meet the County's requirements for entrance spacing. It is therefore necessary to have a Road Access Agreement identifying the entrance for the lots described above and shown on the Survey Plan and Map are attached as Appendix V. The Road Access Agreement is to be registered and run with the title to the lands so that future owners are aware of the Road Access Agreement.

16. **Off-Road Vehicles on County of Renfrew Roads**

RESOLUTION NO. OP-CC-23-04-47

Moved by Chair

Seconded by Committee

THAT County Council pass a By-law to Amend By-law No. 7-21, being a By-law to Regulate the Operation of Off-Road Vehicles on County of Renfrew Roads to remove restrictions for Off-Road Vehicles from County Road 72 (Ridge Road) and County Road 73 (Deep River Road).

Background

The County of Renfrew has received a request from the Town of Deep River to remove County Road 72 (Ridge Road) and County Road 73 (Deep River Road) from County of Renfrew By-law No. 7-21, being a By-law to Regulate the Operation of Off-Road Vehicles on County of Renfrew Roads. The effect of the amendment would permit Off-Road Vehicles on Ridge Road and Deep River Road within the Town of Deep River. The Town of Deep River is requesting that the proposal be approved on a Pilot Project trial basis for a period of three years in accordance with Town of Deep River Resolution

No. 2023-75, attached as Appendix VI. Staff has reviewed the request and are in support of the proposal.

17. **PWO-2023-03 – Pavement Marking**

RESOLUTION NO. OP-CC-23-04-48

Moved by Chair

Seconded by Committee

THAT Contract PWO-2023-03 for Pavement Marking as submitted by Trillium Pavement Marking, Carleton Place, Ontario in the amount of \$650,117.40 plus HST be approved; AND FURTHER THAT County Council pass a By-law to Authorize Execution of the Contract.

Background

Tenders were requested and received for Pavement Marking of various County Roads as follows:

1. Trillium Pavement Marking, Carleton Place, Ontario	\$650,117.40
2. Provincial Road Markings Inc., Guelph, Ontario	776,300.25
3. Upper Canada Road Services Inc., Markham, Ontario	1,450,341.92
4. Almon Equipment Ltd., Toronto, Ontario	Rejected

All amounts exclude applicable taxes.

The cost for this contract is \$650,117.40 plus applicable taxes. Staff has reviewed the tender results for the purchase and has confirmed that there are sufficient funds to complete the purchase as tendered. This tender was processed in accordance with County of Renfrew Corporate Policy GA-01 Procurement of Goods and Services.

The Townships of Bonnechere Valley, Greater Madawaska, Laurentian Valley, Madawaska Valley, and McNab/Braeside were participants on this tender. In alignment with previous years, staff will provide the municipalities with the results for their portion of the tender to award as per their procurement policy.

All of which is respectfully submitted.

Glenn Doncaster, Chair

And Committee Members: D. Bennett, P. Emon, D. Lynch, M. MacKenzie, K. Watt, M. Willmer

Project Name/Municipality		Location		Lengths	Description	Status/Schedule							Comments
		From	To			EA	Survey	Design	Tender/RFP	Award	Const. Start	Const. End	
ROAD RECONSTRUCTION/REHABILITATION													
2	Daniel Street S. Arnprior	Galvin Street	Edey Street	0.20	Intersection Realignment	100%	100%	95%	April	May	June	October	In cooperation with Arnprior; Design by Jp2g
30	Lake Dore Road North Algona/Wilberforce	Highway 60	Sperberg Road	3.26	Reconstruction	100%	100%	95%	April	May	July	October	Design by Tatham
37	Murphy Road Petawawa	County Road 26 (Doran Road)	County Road 51 (Petawawa Blvd.)	0.93	Design for Reconstruction	30%	10%	10%	2024	2024	2024	2024	In cooperation with Petawawa; Design by Jp2g
512	Foymount Road Bonnechere Valley	B257 (Harrington Creek Bridge)	Miller Road	6.57	Reconstruction	100%	100%	99%	April	May	June	November	Design by BTE; Utility relocation ongoing;
635	Swisha Road Laurentian Hills	Highway 17	Interprovincial Bridge	2.58	Cross Drain Replacement	100%	100%	100%	February	March	April	May	Internal design and construction
Traffic Signal Upgrades		Various Locations											
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION													
B044	Douglas Bridge	Admaston/Bromley (CR5 Stone Road)			Rehabilitation	100%	100%	99%	April	April	July	October	Design by Stantec
B064	Pilgrim Road Bridge	Brudenell, Lyndoch & Raglan (Pilgrim Road)			Rehabilitation	100%	100%	100%	January	February	June	August	Design by JLR; Construction by BEI;
B257	Harrington Creek Bridge	Bonnechere Valley (CR512 Foymount Road)			Replacement	100%	100%	100%	April	May	June	November	Included in 512 reconstruction project
B310	Ski Hill Bridge	Laurentian Valley (CR58 Round Lake Road)			Rehabilitation	100%	100%	100%	March	April	June	October	Design by Stantec
C025	Borne Road Culvert	Laurentian Valley (Borne Road)			Rehabilitation	100%	100%	100%	January	February	June	October	Design by WSP; Construction by JWK;
C115	Dunlop Crescent Dual Culvert	Head, Clara and Maria (Dunlop Crescent)			Replacement	100%	100%	100%	January	February	March	April	Internal design and construction
C137	Hanson Creek Culverts	McNab/Braeside (Robertson Line)			Replacement	100%	100%	90%	February	March	July	July	Design by WSP; Internal Construction; In cooperation w/ McNab/Braeside
C191	Dicks Road Culvert	Laurentian Valley (Dicks Road)			Rehabilitation w/ Liner	100%	100%	90%	April	May	August	August	Design by Stantec; Internal Construction
C197	Etmanskie Swamp Culvert	Madawaska Valley (CR62 John Street)			Rehabilitation w/ Liner	100%	100%	100%	April	April	August	September	Design by JLR; Internal Construction
C325	Neilson Creek Culvert	Bonnechere Valley (Lake Clear Road)			Replacement	80%	100%	60%	April	May	September	October	Design by Stantec; Internal Construction
General Bridge Repairs		Various Locations											
FUTURE ENGINEERING													
B007	Butler Bridge	Admaston/Bromley (Butler Road)			Design for Rehabilitation	100%	100%	90%	2022	2022	2024	2024	Design by Stantec
B102	Brennans Creek Bridge	Killaloe, Hagarty & Richards (CR512 Queen Street)			Design for Rehabilitation	100%	100%	60%	2022	2022	2024	2024	Design by Stantec
B103	O'Grady Bridge	Killaloe, Hagarty & Richards (O'Grady Settlement Road)			Design for Rehabilitation	10%	10%	0%	May	June	TBD		RFP needed for design
B108	Tramore Bridge	Killaloe, Hagarty & Richards (Tramore Road)			Design for Rehabilitation	60%	100%	30%	2022	2022	2024	2024	Design by HP
B145	Combermere Bridge	Madawaska Valley (CR62 Combermere Road)			Design for Rehabilitation	10%	10%	0%	July	August	TBD		RFP needed for design
B156	Burnt Bridge	Brudenell, Lyndoch & Raglan (Burnt Bridge Road)			Resign for Replacement	30%	30%	10%	2022	2022	2024	2024	Design by JLR
B181	Peter Black Bridge	Laurentian Valley (CR24 White Water Road)			Design for Rehabilitation	10%	10%	0%	April	May	TBD		RFP needed for design
B232	Cochrane Creek Bridge	North Algona Wilberforce (Cement Bridge Road)			Design for Rehabilitation	30%	30%	10%	2022	2022	TBD		Design by HP
C001	Berlanquet Creek Culvert	Admaston/Bromley (CR5 Stone Road)			Design for Replacement	30%	50%	10%	2022	2022	TBD		Design by HP
C040	Snake River Culvert	Admaston/Bromley (CR8 Cobden Road)			Design for Rehab or Replace	30%	10%	10%	June	July	2024	2024	RFP needed for design
C051	Harris Creek Culvert	Admaston/Bromley (Proven Line)			Design for Replacement	10%	10%	10%	May	June	2024	2024	Internal design, RFP needed for Geotech
C062	John Watson Culvert 2	Brudenell, Lyndoch & Raglan (John Watson Road)			Design for Replacement	20%	10%	20%	May	June	2024	2024	Internal design, RFP needed for Geotech
C130	Lochiel Creek Culvert North	McNab/Braeside (CR63 Miller Road)			Design for Replacement	80%	70%	60%	2022	2022	TBD		Design by Stantec
C136	Robertson Twin Pipes	McNab/Braeside (Robertson Line)			Design for Replacement	10%	10%	0%	July	August	TBD		RFP needed for design
C201	Broomes Creek Culvert	Whitewater Region (CR7 Foresters Falls Road)			Design for Replacement	90%	90%	50%	2022	2022	2024	2024	Design by JLR; Includes dam
C204	Bellows Creek Culvert	Whitewater Region (CR12 Westmeath Road)			Design for Rehabilitation	100%	100%	90%	2022	2022	2024	2024	Design by WSP
C215	Elm Creek Culverts	Whitewater Region (Snake River Line)			Design for Replacement	10%	10%	0%	July	August	TBD		RFP needed for design
C221	Kenny's Culvert	Whitewater Region (Pleasant Valley Road)			Design for Replacement	10%	10%	0%	July	August	TBD		RFP needed for design
C268	St. Columbkille's Culvert	Laurentian Valley (CR58 Round Lake Road)			Design for Replacement	80%	100%	30%	2022	2022	2024	2024	Design by Stantec

OPERATIONS TENDERS										
Type	Description	Term (Years)	Type	Specification	Tender	Award	Start	Complete	Status/Comments	
1	Pavement Marking	Paint/Glass Beads/Lines/Symbols	1	Equipment/Material	February	March	April	May	August	Ongoing
2	Street Sweeping	Winter/Debris Removal	1	Equipment	March	March	April	April	May	Ongoing
3	Manhole and Catch Basin Cleaning	Winter/Debris Removal	1	Equipment	March	March	April	April	June	Ongoing
4	Roadside Brushing	Tree/Brush Removal	1	Equipment	May	June	June	July	November	Ongoing
5	Steel Sign Post Quotation	Sign Installation Hardware	1	Material	March	April	April	April	May	Ongoing
6	Weed Control	Wild Parsnip/Poison Ivy	5	Equipment/Material	April	April	May	June	July	Ongoing
7	Signs & Traffic Control Equipment	Road Signage	1	Material	March	March	April	April	May	Ongoing
8	Winter Sand	Winter Abrasives	1	Supply/Delivery/Process	May	May	June	July	September	Ongoing
9	Loader Rental	Winter Operations	1	Equipment	July	September	October	November	April	Ongoing
10	AVL Service Renewal	Automatic Vehicle Location	10	Application/Network/Data	May	2020	2020	June	2030	Ongoing
11	Shouldering	Granular/Sealing	1	Material/Installation	June	July	August	September	September	Ongoing
12	Calcium Chloride	Winter Operations	1	Material	September	September	October	October	April	Ongoing
13	Crack Sealing	Pavement Preservation	1	Material/Installation	May	May	June	July	September	Ongoing
14	Curb Repair	Preservation	1	Material/Repair	May	May	June	July	September	Ongoing
EQUIPMENT TENDERS										
Tender	Description	Quantity	Type	Specification	Tender	Award	Delivery	Status/Comments		
1	HDT (Heavy Duty Truck)	Combination Plow/Spreader	3	Replace	April	April	May	2024		Retendering
2	LDT (Light Duty Truck(s))	(1/2 ton 4WD)	1	Replace	April	June	July	2023		Ongoing
3	Wheeled Excavator	Wheeled Excavator and Attachments	1	New	April	April	May	2023		Ongoing
4	Tractor	Tractor	1	Replace	April	May	June	2023		Ongoing
5	Roller 3'	Shoulder Compaction	1	New	April	June	July	2023		Ongoing
6	U-Body Water Tank	PW Operations -CP	1	New	April	June	July	2023		Ongoing
7	Enclosed Cargo Trailer 20'	Construction Section	1	Replace	April	April	April	2023		Ongoing
8	Equipment Refurbishment(s)	As per Spring Inspection	Varies	Existing	April	April	May - November	2023		Ongoing
9	Brusher Head	1 new / 1 replacement	2	1 Replace/1 New	April	April	May	2023		Ongoing
HOUSING										
Tender	Location(s)	Type	Type	Design	Tender	Award	Start	Complete	Status/Comments	
1	Fuel Inventory and Access Systems	WWRP/CP/GP/SWP/CalP	Systems	New	April	May	June	July	November	Ongoing
2	Waste Oil Containment and Enclosure	WWRP/SWP/GP/CP/CalP	Construct	Replace	April	May	June	July	November	Ongoing
3	Washroom Facilities	WWRP/SWP/GP/CP	Project	Replace/New	June	July	July	July	December	Ongoing
ROAD MAINTENANCE AGREEMENTS/FACILITY AGREEMENTS										
Service Provider	Location	Year	Type	Start	Complete	Term	Status/Comments			
1	Town of Arnprior	County Road 1, County Road 2	2022	Winter Road Maintenance	2023	2033	10			Under Review
2	Town of Deep River	County Road 72, County Road 73	2020	Winter Road Maintenance	2020	2030	10			Ongoing
3	Town of Renfrew	County Road 20, County Road 52	2019	Winter Road Maintenance	2019	2029	10			Ongoing
4	Township of Carlo Mayo	County Road 517	2022	Winter Road Maintenance	2022	2023	Annual			Ongoing
5	Contractor	County Road 635	2022	Winter Road Maintenance	2022	2023	Annual			Ongoing
6	Algonquins of Pikwakanagan	Golden Lake	2022	Use of facilities and materials	2022	2027	5			Ongoing
7	Bonnechere Valley	Foymount	2022	Use of facilities and materials	2022	2027	5			Ongoing

2023 CAPITAL PROGRAM VARIANCE - ROADS/BRIDGES							Appendix II		
	Road #	Location	From	To	Length (km)	2023 BUDGET	April Projected	Variance	Carry Over
Road Reconstruction/Rehabilitation									
	Note: Limits and Length of projects are approximate and subject to revision based on final design and budgets								
	1	River Road <i>McNab/Braeside & Horton</i>	Lochwinnoch Road	Algonquin Trail	2.27	1,137,007	1,137,007	0	0
	2	Daniel Street S. <i>Arnprior</i>	Galvin Street	Edey Street	0.20	680,000	680,000	0	0
	20	Bruce Street <i>Renfrew & Horton</i>	Highway 60	Highway 17	3.11	539,559	539,559	0	0
	24	White Water Road <i>Laurentian Valley</i>	Highway 17	County Road 40 (Greenwood Road)	2.45	388,000	388,000	0	0
	24	White Water Road <i>Laurentian Valley</i>	Stafford Third Line	Highway 17	2.57	1,309,911	1,309,911	0	0
	30	Lake Dore Road <i>North Algona/Wilberforce</i>	Highway 60	Sperberg Road	3.26	2,529,548	2,529,548	0	0
	37	Murphy Road <i>Petawawa</i>	Highway 17	County Road 26 (Doran Road)	2.16	1,077,840	1,077,840	0	0
	37	Murphy Road <i>Petawawa</i>	County Road 26 (Doran Road)	County Road 51 (Petawawa Blvd.)	0.93	490,588	490,588	0	0
	42	Forest Lea Road <i>Laurentian Valley</i>	Highway 17	County Road 51 (Pembroke Street W)	4.22	759,352	759,352	0	0
	58	Round Lake Road <i>Killaloe, Hagarty and Richards</i>	Deer Trail Road	B101 (Bonnechere River Bridge)	2.52	1,257,480	1,257,480	0	0
	65	Centennial Lake Road <i>Greater Madawaska</i>	2872 Centennial Lake Rd	Black Donald Access Point	1.63	686,230	686,230	0	0
	508	Calabogie Road <i>Greater Madawaska</i>	County Road 34 (Norton Road)	Mill Street	1.84	918,160	918,160	0	0
	508	Calabogie Road <i>McNab/Braeside</i>	Goshen Road	Highway 17	4.36	1,251,345	1,251,345	0	0
	512	Foymount Road <i>Bonnechere Valley</i>	B257 (Harrington Creek Bridge)	Miller Road	6.57	4,490,190	4,490,190	0	0
	515	Palmer Road <i>Madawaska Valley & Brudenell, Lyndoch & Raglan</i>	Finch Road	County Road 514 (Schutt Road)	6.50	2,080,870	2,080,870	0	0
	517	Dafoe Road <i>Madawaska Valley</i>	Radcliffe Twp Line (Coulas Rd)	Serran Road	2.73	1,274,410	1,274,410	0	0
	517	Dafoe Road <i>Madawaska Valley</i>	Serran Road	County Road 62 (Combermere Road)	3.22	70,000	70,000	0	0
	635	Swisha Road <i>Laurentian Hills</i>	Highway 17	Interprovincial Bridge	2.58	300,000	300,000	0	0
		Scratch Coat Paving	Various Locations			750,000	750,000	0	0
ROAD RECONSTRUCTION/REHABILITATION TOTALS					53.12	21,990,490	21,990,490	0	0
Bridge/Culvert Reconstruction/Rehabilitation									
	Structure #	Structure Name	Location			2023 BUDGET	April Projected	Variance	Carry Over
	B044	Douglas Bridge	Admaston/Bromley (CR5 Stone Road)			1,800,000	1,800,000	0	0
	B064	Pilgrim Road Bridge	Brudenell, Lyndoch & Raglan (Pilgrim Road)			380,000	470,000	90,000	0
	B257	Harrington Creek Bridge	Bonnechere Valley (CR512 Foymount Road)			800,000	800,000	0	0
	B310	Ski Hill Bridge	Laurentian Valley (CR58 Round Lake Road)			1,200,000	1,050,000	-150,000	0
	C025	Borne Road Culvert	Laurentian Valley (Borne Road)			800,000	760,000	-40,000	0
	C115	Dunlop Crescent Dual Culvert	Head, Clara and Maria (Dunlop Crescent)			415,000	415,000	0	0
	C137	Hanson Creek Culverts	McNab/Braeside (Robertson Line)			600,000	600,000	0	0
	C191	Dicks Road Culvert	Laurentian Valley (Dicks Road)			200,000	200,000	0	0
	C197	Etmanskie Swamp Culvert	Madawaska Valley (CR62 John Street)			1,300,000	1,300,000	0	0
	C325	Neilson Creek Culvert	Bonnechere Valley (Lake Clear Road)			450,000	450,000	0	0
		General Bridge Repairs	Various Locations			100,000	100,000	0	0
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION TOTALS						8,045,000	7,945,000	-100,000	0
Roads/Bridge/Culvert Future Engineering									
	ID	Name	Location			2023 BUDGET	April Projected	Variance	Carry Over
	B007	Butler Bridge	Admaston/Bromley (Butler Road)			20,000	20,000	0	0
	B102	Brennans Creek Bridge	Killaloe, Hagarty & Richards (CR512 Queen Street)			10,000	10,000	0	0
	B103	O'Grady Bridge	Killaloe, Hagarty & Richards (O'Grady Settlement Road)			26,500	26,500	0	0
	B108	Tramore Bridge	Killaloe, Hagarty & Richards (Tramore Road)			20,000	20,000	0	0
	B145	Combermere Bridge	Madawaska Valley (CR62 Combermere Road)			150,000	150,000	0	0
	B156	Burnt Bridge	Brudenell, Lyndoch & Raglan (Burnt Bridge Road)			53,000	53,000	0	0
	B181	Peter Black Bridge	Laurentian Valley (CR24 White Water Road)			180,000	180,000	0	0
	B232	Cochrane Creek Bridge	North Algona Wilberforce (Cement Bridge Road)			50,000	50,000	0	0
	C001	Berlanquet Creek Culvert	Admaston/Bromley (CR5 Stone Road)			40,000	40,000	0	0
	C040	Snake River Culvert	Admaston/Bromley (CR8 Cobden Road)			25,000	25,000	0	0
	C051	Harris Creek Culvert	Admaston/Bromley (Proven Line)			20,000	20,000	0	0
	C062	John Watson Culvert 2	Brudenell, Lyndoch & Raglan (John Watson Road)			45,000	45,000	0	0
	C130	Lochiel Creek Culvert North	McNab/Braeside (CR63 Miller Road)			40,000	40,000	0	0
	C136	Robertson Twin Pipes	McNab/Braeside (Robertson Line)			61,000	61,000	0	0
	C201	Broomes Creek Culvert	Whitewater Region (CR7 Foresters Falls Road)			200,000	200,000	0	0
	C204	Bellowes Creek Culvert	Whitewater Region (CR12 Westmeath Road)			30,000	30,000	0	0

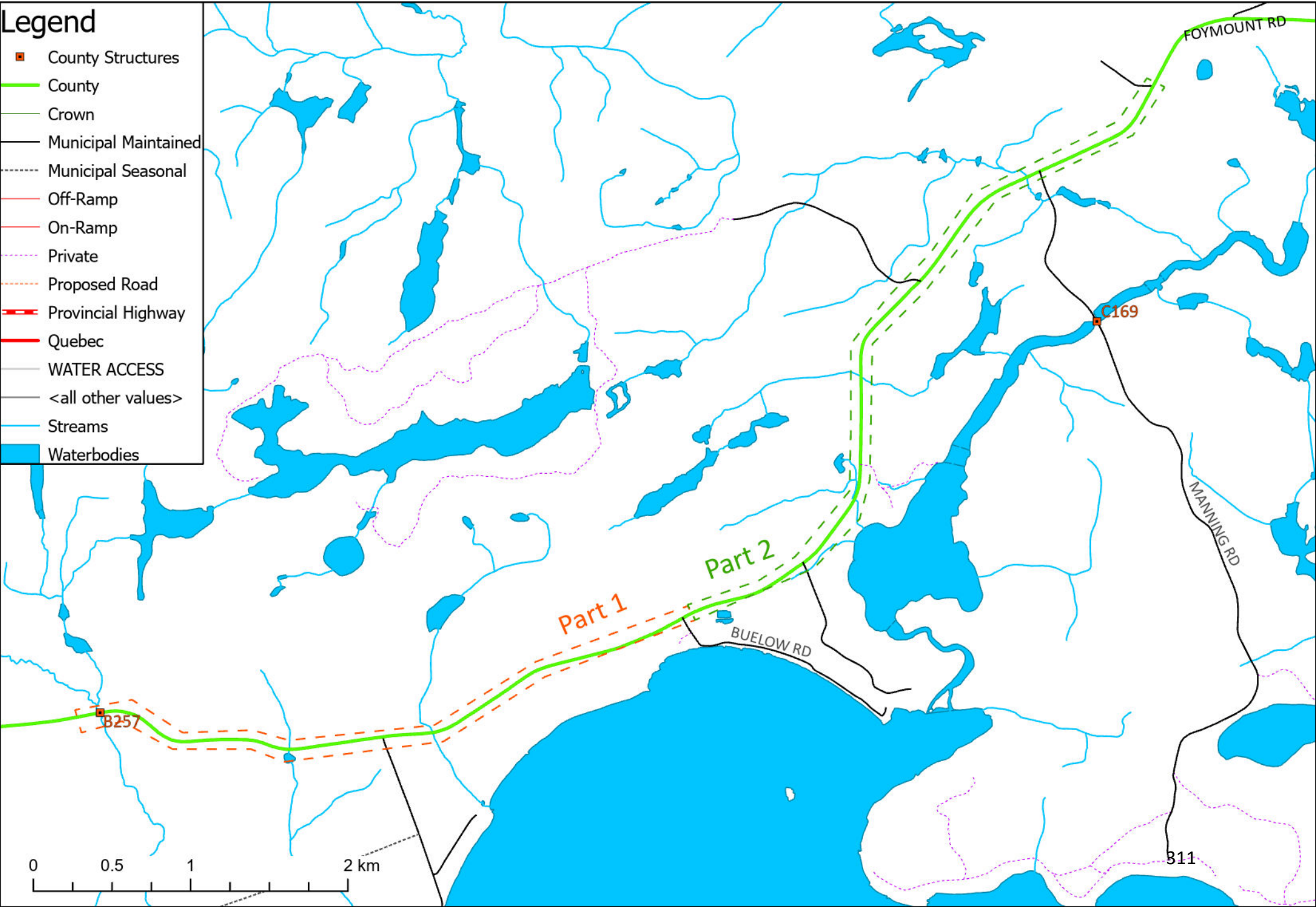
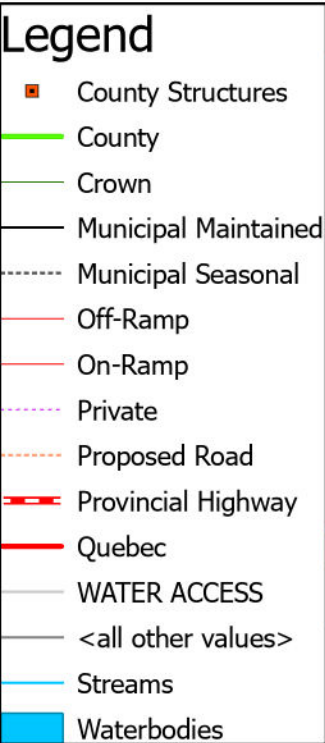
2023 CAPITAL PROGRAM VARIANCE - ROADS/BRIDGES									
	Road #	Location	From	To	Length (km)	2023 BUDGET	April Projected	Variance	Carry Over
	C215	Elm Creek Culverts	Whitewater Region (Snake River Line)			36,000	36,000	0	0
	C221	Kenny's Culvert	Whitewater Region (Pleasant Valley Road)			20,000	20,000	0	0
	C268	St. Columbkille's Culvert	Laurentian Valley (CR58 Round Lake Road)			90,000	90,000	0	0
FUTURE ENGINEERING TOTALS						1,116,500	1,116,500	0	0
Traffic Signals - Upgrades			Various Locations			200,000	200,000	0	0
SAFETY DEVICES TOTALS						200,000	200,000	0	0
CAPITAL PROGRAM TOTAL:						31,351,990	31,251,990	-100,000	0

Winter Operations Monthly Summary 5-Year Comparison for Committee

Year	Month	No. of Event Days		Type of Event (days)			Material Used (tonnes)		Precipitation (mm)	
		Weekday	Weekend	Snow	Blowing Snow	Freezing Rain	Salt	Sand	Petawawa Station	Bancroft Station
2022	Nov	8	2	9	0	5	1,127.5	215.9	31.8	62.1
2021	Nov	7	2	7	0	7	65.6	588.7	41.0	62.2
2020	Nov	8	3	9	0	3	1,749.0	312.0	39.0	86.8
2019	Nov	13	0	9	0	4	1,770.0	49.0	23.5	48.8
2018	Nov	15	4	17	1	3	4,060.0	229.0	63.0	105.0
2022	Dec	16	7	20	4	2	4,792.0	998.9	29.6	35.2
2021	Dec	18	8	19	1	8	5,565.4	1,679.9	55.0	78.9
2020	Dec	18	11	19	0	6	5,227.0	1,359.0	56.0	94.9
2019	Dec	18	8	20	3	7	5,101.0	1,616.0	43.5	68.5
2018	Dec	19	9	20	6	6	5,633.0	1,659.0	53.0	64.0
2023	Jan	21	6	24	5	7	6,455.5	3,972.2	15.8	26.2
2022	Jan	16	3	17	2	2	4,354.2	2,186.4	33.2	52.2
2021	Jan	15	6	17	2	5	3,322.3	2,121.6	5.0	34.8
2020	Jan	16	6	19	8	7	5,089.0	2,146.0	57.5	127.1
2019	Jan	22	5	26	12	17	5,264.0	6,015.0	49.0	72.0
2023	Feb	16	4	20	7	3	5,358.3	1,677.5	11.4	13.6
2022	Feb	16	7	14	12	4	5,803.3	1,724.4	57.4	100.8
2021	Feb	14	6	19	8	3	4,279.3	1,464.2	38.0	58.0
2020	Feb	13	5	15	9	1	3,754.0	1,165.0	52.0	53.8
2019	Feb	23	5	13	4	7	5,772.0	1,275.0	71.0	91.0
2023	Mar	10	6	12	8	3	2,309	591.4	63.4	74.2
2022	Mar	11	5	12	5	6	3,022.4	1,205.1	15.4	10.6
2021	Mar	8	1	9	3	3	554.8	703.0	35.0	54.9
2020	Mar	7	0	7	3	0	987.3	325.0	23.4	23.5
2019	Mar	8	7	15	7	3	2,185.0	336.0	46.0	66.0

County Road 512 (Foymount Road) Utility Relocation and Contract Phasing

Appendix IV



COUNTY OF RENFREW

BY-LAW NUMBER 51-23

**A BY-LAW TO APPOINT A WEED INSPECTOR FOR THE
CORPORATION OF THE COUNTY OF RENFREW**

WHEREAS the Weed Control Act, R.S.O. 1990, c. W.5, as amended, empowers the Council of every upper-tier and single tier municipality to appoint by by-law one or more persons as area weed inspectors to enforce this Act in the area within the Council's jurisdiction.

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

1. THAT Mr. Richard Bolduc be appointed as the County of Renfrew Weed Inspector under the provisions of the Weed Inspector Act.
2. THAT By-law 66-14 is hereby rescinded.
3. THAT this By-law shall come into force and 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 52-23

**A BY-LAW FOR THE EXECUTION OF CONTRACT PWC-2023-31
REHABILITATION OF COUNTY STRUCTURE B310 (SKI HILL BRIDGE)**

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to construct and maintain County Roads and Bridges;

AND WHEREAS public tenders were requested for the rehabilitation of County Structure B310 (Ski Hill Bridge) under Contract PWC-2023-31 in accordance with County of Renfrew Corporate Policy GA-01 Procurement of Goods and Services;

AND WHEREAS the tender submitted by Bonnechere Excavating Incorporated, Renfrew, Ontario was reviewed and accepted by the Operations Committee.

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

1. THAT the Council of the County of Renfrew approve of the awarding of Contract PWC-2023-31 for the rehabilitation of County Structure B310 (Ski Hill Bridge) as submitted by Bonnechere Excavating Incorporated, Renfrew, Ontario in the amount of \$847,082 plus HST.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.
3. 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 53-23

**A BY-LAW TO RESTRICT THE WEIGHT OF VEHICLES PASSING OVER BRIDGES
IN THE COUNTY OF RENFREW**

WHEREAS Subsection 2 of Section 123 of the Highway Traffic Act, R.S.O. 1990, as amended, provides that the municipal corporation of other authority having jurisdiction over a bridge may, by by-law, limit the gross vehicle weight of any vehicle, or any class thereof, passing over such bridges, and the requirements of subsection 1 with respect to the posting of notice apply thereto;

AND WHEREAS it is deemed expedient to limit the weight of vehicles passing over a bridge in the Municipal Corporation of the County of Renfrew.

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

1. THAT no vehicle, or combination of vehicles, or any class thereof, whether empty or loaded, shall be operated over the bridges listed on Schedule 'I' with weights in excess of the limits listed in Schedule 'I'.
2. THAT any person violating the provisions of this By-law shall be subject to the penalties provided under Section 125 of the Highway Traffic Act, R.S.O. 1990, as amended.
3. THAT this requirement shall become effective when notice of the limit of weight permitted in compliance with the regulations under the Highway Traffic Act has been posted in a conspicuous place at each end of the bridge.
4. THAT By-law 12-21 is hereby repealed.
5. THAT this By-law shall come into force and take effect immediately 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Schedule I

Bridge No.	Name of Bridge	Road Name	Geographic Location	Level	Gross Vehicle Weight Limit
B091	Danny Constant Bridge	Constant Lake Road	Lot 23, Concession 7 Grattan Township	Level III Level II Level I	10 tonnes 20 tonnes 30 tonnes
B103	Coslews Bridge	O'Grady Settlement Road	Lot 20 and 21, Concession A Hagarty Township	Level III Level II Level I	16 tonnes 28 tonnes 38 tonnes
B108	Tramore Bridge	Tramore Road	Lot 5 and 6, Concession 13 Hagarty Township	Level III Level II Level I	16 tonnes 30 tonnes 42 tonnes
B156	Burnt Bridge	Burnt Bridge Road	Lot 5, Concession 11 Raglan Township	Level III Level II Level I	15 tonnes 28 tonnes 40 tonnes
B176	Paugh Lake Road Bridge	Paugh Lake Road	Lot 7, Concession 9 Burns Township	Level III Level II Level I	15 tonnes 27 tonnes 40 tonnes
B188	Turcotte Bridge	Code Road	Lot 9 and 10, Concession 3 Stafford Township	Level III Level II Level I	11 tonnes 20 tonnes 27 tonnes
B232	Cochrane Creek Bridge	Cement Bridge Road	Lot 1, Concession 6 North Algona Township	Level III	11 tonnes

COUNTY OF RENFREW

BY-LAW NUMBER 54-23

A BY-LAW TO ESTABLISH POLICY PW-02 – BRIDGES WITHIN THE JURISDICTION OF THE CORPORATION OF THE COUNTY OF RENFREW

WHEREAS Section 11(3) the Municipal Act, S.O. 2001, as amended, authorizes Council to pass by-laws regarding highways under the jurisdiction of the Corporation;

AND WHEREAS the Municipal Corporation of the County of Renfrew desires to implement a Policy regarding the road rationalization within the jurisdiction of the Corporation.

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

1. THAT Public Works and Engineering Department Policy PW-02 Bridges, as outlined in Schedule 'I' attached to and made part of this By-law, shall form part of the Public Works and Engineering Department Policies and Procedures for the Corporation of the County of Renfrew.
2. THAT this By-law shall not be interpreted to contradict or violate any statute or regulation of the Province of Ontario.
3. THAT this By-law shall come into force and take effect immediately 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Corporate Policies and Procedures				
DEPARTMENT: Public Work and Engineering				POLICY #: PW-02
POLICY: Bridges				
DATE CREATED: April 2001	REVIEW DATE: February 2023	REVISION DATE: April 2023	COVERAGE: County Structures and Bridges on Municipal Roads	PAGE #: 1 of 5

POLICY STATEMENT:

The County of Renfrew (County), as the upper tier Municipality, has responsibility for all bridges located on either local Municipal roads or County roads within the boundaries of the County of Renfrew. This Policy outlines the criteria that must be met for new, existing, or replaced bridges to be considered County Structures. This Policy also outlines the standard to which County Structures must be designed and the procedure to be followed should a replaced bridge no longer meet the criteria to be a County Structure.

1.0 DEFINITIONS

Approach: The portion of a roadway or pathway leading to a bridge, and all appurtenances belonging thereto. The portion under jurisdiction of the County of Renfrew, for County Structures, shall be 30m as measured from the outer most extreme of the structure.

Bridge: A structure, or series of structures, having a cumulative span of 3.0 metres or greater, which provides a roadway or walkway for the passage of vehicles and pedestrians across an obstruction, gap or facility.

Low Volume Road: Roadway supporting an Average Annual Daily Traffic (AADT) of less than 400.

Road Classification: A hierarchal grouping of roads according to the function they serve within the overall road system. Refer to Policy PW-01 (Roadway Classification and Design) for complete definitions of each road class.

Return Period: The average period in years between occurrences of a discharge (flow) equalling or exceeding a given value, also referred to as the 'Design Flood Event Period'.

2.0 COUNTY STRUCTURE CRITERIA

Bridges, to qualify as a County Structure, must meet the following criteria:

- Be located within the municipal boundaries of the County of Renfrew;
- Be located within a public right-of-way; and
- Have a cumulative span of 3.0 metres, or greater.

Corporate Policies and Procedures				
DEPARTMENT: Public Work and Engineering				POLICY #: PW-02
POLICY: Bridges				
DATE CREATED: April 2001	REVIEW DATE: February 2023	REVISION DATE: April 2023	COVERAGE: County Structures and Bridges on Municipal Roads	PAGE #: 2 of 5

2.1 Criteria No Longer Being Met

All crossings, designed in accordance with this Policy, which cease to meet the criteria of a County Structure after reconstruction, shall return to the jurisdiction of the local roadway authority.

During preliminary design for the crossing, the County of Renfrew shall maintain discussions with the local Municipality. Should it be identified during preliminary design that the subject bridge does not meet the criteria of a County Structure, County staff shall ensure reasonable alternatives to either remove the crossing while maintaining adequate access to each site or maintain the structure in its current status are explored. These alternatives shall be presented to County of Renfrew Operations Committee and the local Municipality for consideration and input prior to commencing with detailed design of a preferred alternative.

Following construction, transfer to the local roadway authority shall commence upon acceptance of the finished works by representatives of the County of Renfrew and the local road authority. An amending By-law shall be passed by County Council to finalize the transfer to the local road authority.

2.2 Requests for Assumption as County Structure

Where a crossing, that is not considered a County Structure, requires replacement and it is anticipated that the replacement crossing will meet criteria of a County Structure, a hydraulic design meeting the provisions of this Policy shall be completed. The cost of the hydraulic design shall be the responsibility of the local municipality. Where the proposed replacement crossing is confirmed to meet the criteria of a County Structure, the local municipality may request the structure be assumed by the County of Renfrew.

All requests for assumption as a County Structure shall be submitted, with hydraulic design, for review by the County Director of Public Works and Engineering, or designate. Following review, a recommendation regarding assumption as a County Structure shall be presented to the County of Renfrew Operations Committee by the Director of Public Works and Engineering, or designate. The recommendation of the Operations Committee shall be subsequently presented to County Council for approval. The County of Renfrew shall be the ultimate authority in determining whether or not a proposed replacement structure will qualify as a County Structure.

Corporate Policies and Procedures				
DEPARTMENT: Public Work and Engineering				POLICY #: PW-02
POLICY: Bridges				
DATE CREATED: April 2001	REVIEW DATE: February 2023	REVISION DATE: April 2023	COVERAGE: County Structures and Bridges on Municipal Roads	PAGE #: 3 of 5

Following approval of the assumption of a proposed replacement crossing as a County Structure, the cost of the design and construction of the replacement structure shall be shared equally between the County of Renfrew and the local Municipality. The structure shall be replaced subject to availability of funding and other priorities within the Asset Management Plan of both the local Municipality and the County of Renfrew. Maintenance and monitoring of the condition of the crossing shall remain the responsibility of the local Municipality until such time that construction for replacement of the crossing commences. However, except where an emergent need for replacement should arise, coordination of design, supervision of construction, and overall project management shall be responsibility of the County of Renfrew.

Following replacement, an amending By-law shall be passed by County Council to finalize the transfer to the County of Renfrew. Until such time as the structure is transferred to the County of Renfrew, it shall remain under the jurisdiction of the local road authority.

3.0 DESIGN OF COUNTY STRUCTURES

As per Ontario Regulation 104/97, Standards for Bridges, as amended, of the Public Transportation and Highway Improvement Act (PTHIA), all bridges shall be designed in accordance with the most current version of the Canadian Highway Bridge Design Code (CHBDC) as amended by the MTO Structural Manual.

All bridge crossings over water shall have a hydraulic design completed in accordance with the provisions of this Policy. Bridges shall be designed to convey flows having a design return period as defined in Table 1 below, with the proper design soffit clearance and freeboard as stipulated in the MTO Highway Drainage Design Standards, as amended.

Table 1 – Design Return Periods	Design Return Period (Years)	
	Rural Roads	Urban Roads
Arterials	50	100
Collector	25	50
Locals	10	25
Seasonal/Alley	5	10

A 100-year return period shall be used as a check-flow for the design of all new or reconstructed County Structures to ensure that the travelled road over the bridge is not overtopped during such an event.

Corporate Policies and Procedures				
DEPARTMENT: Public Work and Engineering				POLICY #: PW-02
POLICY: Bridges				
DATE CREATED: April 2001	REVIEW DATE: February 2023	REVISION DATE: April 2023	COVERAGE: County Structures and Bridges on Municipal Roads	PAGE #: 4 of 5

3.1 County Structures on Low Volume Roads

MTO Structural Manual Guidelines for the Design of Bridges on Low Volume Roads, as amended, shall be taken into consideration for all County Structures where the current and the 10-year projected AADT does not exceed 400.

3.2 County Structures on Seasonally Maintained Roads

County Structures located on seasonally maintained municipal roads shall be maintained to the same regulatory standard as other County Structures. When rehabilitated or replaced, County Structures on seasonally maintained roads shall be designed to the same standard as County Structures on Low Volume Roads. However, during the preliminary design phase, staff shall explore alternatives for removal of the structure, reviewing its necessity to maintain access on either side. The Preliminary Design Report, exploring all design alternatives, shall be shared with the local Municipality in which the structure is located for their input. If removal of the County Structure is recommended by staff to proceed, approval from County Council shall be required prior to commencing past Preliminary Design. The requirements of a Municipal Class Environmental Assessment must be met if proceeding with removal of a County Structure.

4.0 RESPONSIBILITIES

4.1 Design

Design of and construction on a County Structure, or a new crossing anticipated to meet criteria to be a County Structure, shall be prepared under the supervision of, and approved by, a Professional Engineer licensed in the Province of Ontario. The Director of Public Works and Engineering, or designate, shall oversee and approve design and construction on all County Structures, or on new crossings anticipated to meet criteria to be a County Structure.

4.2 Construction

In reconstructing or rehabilitating a County Structure, the County of Renfrew shall carry out the construction of the approaches so as to meet the design standards in force at that time. Should the work be required to extend beyond the 30m statutory limit of authority to meet these design standards, the County of Renfrew shall be responsible for all costs associated with the works.

A local road authority may, with approval of the County of Renfrew, undertake works on behalf of the County of Renfrew on a County Structure and its approaches. The County of Renfrew

Corporate Policies and Procedures				
DEPARTMENT: Public Work and Engineering				POLICY #: PW-02
POLICY: Bridges				
DATE CREATED: April 2001	REVIEW DATE: February 2023	REVISION DATE: April 2023	COVERAGE: County Structures and Bridges on Municipal Roads	PAGE #: 5 of 5

shall reimburse the cost of the works applicable to the structure and the portion of the approaches under the jurisdiction of the County of Renfrew.

4.3 Maintenance

The County of Renfrew shall be responsible for maintenance activities on all County Structures and the 30m statutory limit of authority for the approaches to the structures. However, if local Municipal staff should note minor road maintenance needs within the 30m statutory limit of authority to the structures, they may undertake that maintenance. If local Municipal staff should note significant maintenance needs on a County Structure located on their local Municipal Road, they shall notify County Public Works and Engineering staff at their earliest opportunity.

5.0 REFERENCES

- Municipal Act, 2001, c. 25, as amended
- Bridges Act Chapter B12-RSO 1990, as amended
- Public Transportation and Highway Improvement Act Chapter P50-RSO 1990, as amended
- Canadian Highway Bridge Design Code, as amended
- MTO Structural Manual
- MTO Drainage Manual

COUNTY OF RENFREW

BY-LAW NUMBER 55-23

**A BY-LAW TO ENTER INTO A ROAD ACCESS AGREEMENT ON COUNTY ROAD 56
(WOITO STATION ROAD) WITH TERA DOJCZMAN AND JACOB DOJCZMAN**

WHEREAS under Section 11(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws respecting highways under its jurisdiction;

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

AND WHEREAS Renfrew County Road 56 (Woito Station Road) is under the jurisdiction of the Council for the Corporation of the County of Renfrew;

AND WHEREAS it is necessary to control access to lands described as Part of Lot 6, Concession 25, being Parts 1, 2, 3 & 4 on Reference Plan 49R-20333, in the geographic Township of Wilberforce in the Township of North Algona Wilberforce in the County of Renfrew;

AND WHEREAS the above described lands are currently held under the title of Tera Dojczman and Jacob Dojczman;

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

1. THAT the Council of the County of Renfrew enter into a Road Access Agreement with Tera Dojczman and Jacob Dojczman, as described in Schedule 'I' attached to this By-law for the purpose of controlling access to County Road 56 (Woito Station Road).
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said contract.
3. 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

SCHEDULE I

ROAD ACCESS AGREEMENT

THIS ROAD ACCESS AGREEMENT made as of the ____ day of _____, 2023.

BETWEEN: TERA DOJCZMAN and JACOB DOJCZMAN

40864 Highway 41,
Pembroke, ON K8A 6W5
(hereinafter collectively called the “Owner”)

OF THE FIRST PART

- and -

THE CORPORATION OF THE COUNTY OF RENFREW

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

OF THE SECOND PART

WITNESSES THAT WHEREAS:

1. Under its File Nos. B115/22(1) and B116/22(2) the County of Renfrew Land Division Committee granted provisional consents to the creation of (two) new lots from the Owner’s land more particularly described in Schedule “A” annexed hereto (hereinafter called the “Owner’s” Land), in the case of the said lots together with a right-of-way in, over, along and upon Parts (1) and (2), Plan 49R-20333 for purposes of ingress and egress to and from the said lots; and
2. It is a condition of the said provisional consents that the parties enter into this Road Access Agreement; and
3. Tera Dojczman and Jacob Dojczman are owners of Parts (1) and (2), Plan 49R- 20333
The owner(s) intend(s) that this agreement satisfy the requirement.
4. Section 53(2) of the *Planning Act*, R.S.O. 1990, c. P.13 as amended, affords to the council of a municipality the same powers with respect to a consent with respect to the approval of a plan of subdivision under Section 51 (25) of the said Act; and

5. The County deems it expedient and in the public interest that this Road Access Agreement be entered into.

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

1. The following Schedules are annexed hereto and form part of this Agreement:
 - “A” - Legal Description of the Owner’s Land;
 - “B” - Legal Description of the New Lots; and
 - “C” - Description of Access Point (as hereinafter defined).
2. The parties acknowledge that the County of Renfrew Land Division Committee has granted provisional consents to the severance from the Owner’s Land of two lots, each having a frontage on County Road (56) (Woito Station Road), which lots are more particularly described in Schedule “B” annexed hereto (hereinafter referred to as the “Lots”).
3. (a) The Owners acknowledge that the consents were granted only on the condition that road access to the Lots from County Road (56) be via a single entrance located along the frontage on that part of the Owner’s land more particularly described in Schedule “C” to this Agreement (hereinafter referred to as the “Access Point”).

(b) The Owners undertake and agree to apply in the prescribed form and to pay the prescribed fee and to obtain from the County an entrance in accordance with the permit, and the County hereby undertakes and agrees to issue an entrance permit allowing access to the lots by means of the entrance located at the Access Point upon presentation of the Owners’ application in prescribed form and payment of the prescribed fee.
4. The Owners acknowledge that the County does not now and will not or in the future ever agree to allow access to either of the Lots or issue an entrance permit with respect to either

of the Lots except for the common entrance at the Access Point provided for in paragraph 3 of this Agreement.

5. The Owners hereby release and agree to indemnify and save harmless the County, its elected officials, its agents and employees, from any and all claims, costs, expenses and damages arising from the existence of the entrance at the Access Point, or as a result of the use of the said entrance extending from the said entrance to the Lots by the Owners, the survivor of them, their successors in title to any of the Lots or any other person, whether due to the inability of emergency vehicles to access any of the Lots or otherwise.
6. The Owners agree to pay to the County that amount which is equivalent to the total of all legal and planning fees and disbursements incurred by the County in connection with the review, authorization and execution of this Agreement.
7. This Agreement shall be registered at the expense of the Owners against the title to the Lots and shall run with the title to the Lots.
8. This Agreement shall enure to the benefit of the County and its successors and shall be binding upon the Owners, the survivors of the Owners, and their respective personal representatives, heirs, successors and assigns, including in particular their successors in title to the Lots.

IN WITNESS WHEREOF this Agreement has been executed by the Owners and by the County, which has affixed its seal attested by the signatures of the Warden or his designate and the Chief Administrative Officer/Clerk or his designate, pursuant to an authorizing by-law.

SIGNED and DELIVERED
in the presence of:

Witness

Witness

)
)
)
)
)
)
)
)
)
)

Tera Dojczman

Jacob Dojczman

THE CORPORATION OF THE
COUNTY OF RENFREW

Per: _____
Name: Peter Emon
Title: Warden

Per: _____
Name: Craig Kelley
Title: Clerk

SCHEDULE “A”

**Owners’ Land: Part of Lot 6, Concession 25, Geographic Township of Wilberforce,
Township of North Algona Wilberforce, County of Renfrew; PIN 57427-0029(LT)**

SCHEDULE “B”

Lots: Parts 1-4, Plan 49R-XXXXX

SCHEDULE “C”

Access Point: Parts 1-2, Plan 49R-XXXXX

SCHEDULE			
PART	LOT	CONCESSION	AREA (HA)
1			0.007
2	PT. 1	25	PT. 10407 - 0000 (A1)
3			0.007
4			0.007

PLAN 49R - 20333
 RECEIVED AND DEPOSITED
 16 April 2023
 (5004)
Charles Mijovic
 Representative for LAND REGISTRATION FOR THE LAND
 TITLES DIVISION OF RENFREW (No. 49)
 I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE
 LAND TITLES ACT
 DATE: APRIL 3, 2023
Adam Kasprzak
 ADAM KASPRZAK SURVEYING LTD.

**PLAN OF SURVEY
 OF PART OF
 LOT 6
 CONCESSION 25
 GEOGRAPHIC TOWNSHIP OF WILBERFORCE
 TOWNSHIP OF NORTH ALGONA
 COUNTY OF RENFREW**

SCALE 1 : 500

 ADAM KASPRZAK SURVEYING LTD.

BEARING NOTE:
 BEARINGS ARE LITH ORIGIN DERIVED FROM GPS OBSERVATIONS
 ON ORBIT AND ORIGIN, HAVING A RESOLUTION BEARING OF
 107.20507°E, UTM ZONE 18 (1°E WEST LONGITUDE) AND 83 (CORS).
 MATHEMATICAL BEARINGS CAN BE CALCULATED BY REDUCING THE
 GRID BEARINGS COUNTER CLOCKWISE 1°30'30" AS REFERRED TO
 TO THE SOUTH EAST OF THE NORTH ALGONA BETWEEN TOWNSHIPS
 ALICE AND WILBERFORCE AS SHOWN ON PLAN 49R-10851,
 HAVING AN MATHEMATICAL BEARING OF 107°13'30"E
 FOR COMPARISON WITH ASTROLOGICAL BEARINGS ON UNDERLYING PLANS.
 THE FOLLOWING PROVISIONS HAVE BEEN APPLIED:
 PL1/2 & P3 1°30'30" CLOCKWISE

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

DISTANCE NOTE:
 DISTANCES SHOWN ON THIS PLAN ARE GROUND DISTANCES AND
 CAN BE CONVERTED TO LINES BEING MEASURED BY A
 COMBINED SCALE FACTOR OF 0.99991.

NOTE:
 SSB PLANTED DUE TO INSUFFICIENT OVERBURDEN.

INTEGRATION DATA:

POINT ID	NORTHING	EASTING
ORP1	5 084 180.79	334 988.76
ORP2	5 084 255.09	335 210.40

COORDINATE VALUES ARE TO 100% ACCURACY FOR
 ZONE 18 (1°E WEST LONGITUDE) AND 83 (CORS).
 THEREFORE, BEING USED TO ESTABLISH CORRELATIONS
 OR BOUNDARIES SHOWN ON THIS PLAN.

LEGEND (If Applicable)

SB	IRON BAR
SSB	STANDARD IRON BAR
SSB	SHORT STANDARD IRON BAR
SB	ROCK BAR
RP	ROCK POST
RP	ROCK PILE
CP	CONCRETE PIN
M	MEASUREMENT POINT
MT	MEASUREMENT SET
MT	MEASUREMENT
(CU)	ORIGINAL UNKNOWN
(CU)	MEASUREMENT
(RP)	DEPOSITED REFERENCE POINT
(TS)	NOT TO SCALE
(TS)	ORIGINAL REFERENCE POINT
(TS)	ORIGINAL D. BEARING, D.L.S.
(TS)	ORIGINAL D. BEARING, D.L.S.
P1	PLAN 49R-10851
P2	PLAN 49R-400
P3	PLAN 49R-400
P4	ORIGINAL TOWNSHIP PLAN OF WILBERFORCE

SURVEYOR'S CERTIFICATE
 I CERTIFY THAT:
 1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE
 WITH THE SURVEY ACT, THE SURVEYORS ACT, THE LAND TITLES
 ACT AND THE REGULATIONS MADE UNDER THEM
 2. THE SURVEY WAS COMPLETED ON MARCH 8, 2023
 DATE: APRIL 3, 2023
Adam Kasprzak
 ADAM KASPRZAK
 CHARTERED LAND SURVEYOR

THIS PLAN OF SURVEY RELATES TO A33 PLAN SUBMISSION FORM NUMBER
 V - 43375

ADAM KASPRZAK SURVEYING LTD.
 432 PEMBROKE ST. W., P.O. BOX 402
 PEMBROKE, ONTARIO K8A 6K7
 PHONE (502) 735-0704

SCALE: 1 : 500
 FILE: 22-0275-Subg
 REF: 22-0275

County Road 56 - Woito Station Road Road Access Agreement



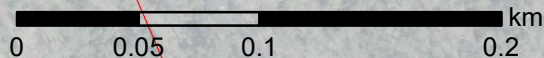
Approximate location
of shared entrance

WOITO STATION RD

56
COUNTY

B LINE RD

HENRY RD



COUNTY OF RENFREW

BY-LAW NUMBER 56-23

**A BY-LAW TO AMEND BY-LAW 7-21, BEING A BY-LAW TO REGULATE THE OPERATION OF
OFF-ROAD VEHICLES ON COUNTY OF RENFREW ROADS**

WHEREAS on January 27, 2021 the Corporation of the County of Renfrew enacted By-law No. 721, a By-law to Regulate the Operation of Off-Road Vehicles on County of Renfrew Roads;

AND WHEREAS it is now deemed desirable and expedient to amend the said By-law by removing County Road 72 (Ridge Road) and County Road 73 (Deep River Road) in the Town of Deep River from Schedule 'I' in order to permit Off-Road Vehicles.

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

1. THAT Schedule 'I' of By-law 7-21 be updated with the removal of County Road 72 (Ridge Road) and County Road 73 (Deep River Road) permitting Off-Road Vehicles in the Town of Deep River.
2. 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW 7-21

(Amended April 26, 2023)

**A BY-LAW TO REGULATE THE OPERATION OF OFF-ROAD VEHICLES ON COUNTY OF RENFREW
ROADS**

WHEREAS Section 191.8, subsection (3), the Highway Traffic Act, R.S.O. 1990, Ch. 8, as amended, provides that a municipality may pass by-laws:

- (a) permitting the operation of off-road vehicles or classes of off-road vehicles on any highway within the municipality that is under the jurisdiction of the municipality, or on any part or parts of such highway, subject to any limitations prescribed under clause (2.1) (b);
- (b) prohibiting the operation of off-road vehicles on any highway within the municipality that is under the jurisdiction of the municipality, or on any part or parts of such highway, in accordance with a regulation under clause (2.1) (a).

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

1. Definitions.

In this by-law,

“Highway” shall include a common and public highway, street, avenue, parkway and driveway, any part of which is intended for use or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof.

“Off-Road Vehicle” shall mean an off-road vehicle within the meaning of the Off-Road Vehicles Act, R.S.O. 1990, c. O.4, as amended.

2. Regulation of Off-Road Vehicles on Highways.

An Off-Road Vehicle shall not be operated on Highways unless it meets and is operated in accordance with the requirements of Ontario Regulation 316/03 –Operation of Off-Road Vehicles on Highways under the Highway Traffic Act, R.S.O. 1990, c. H.8, as amended by O. Reg. 315/20.

General

Operation of Off-Road Vehicles shall be permitted on all Highways under the jurisdiction of the Corporation of the County of Renfrew with the exceptions of those Highways or parts of such Highways listed on Schedule “A” attached to this By-Law.

3. Penalties

Any person who contravenes any section of this by-law is guilty of an offence and upon conviction is liable to a fine as provided for in the Provincial Offences Act.

4. Validity

If any section, clause or provision of this By-Law is for any reason declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of the By-Law as a whole or any part thereof other than that section, clause or provision so declared to be invalid and it is hereby declared to be the intention that all the remaining sections, clauses or provisions of the By-Law shall remain in full force and effect until repealed, notwithstanding that one or more provisions thereof shall have been declared to be invalid.

6. That By-Law 99-17, being a By-Law to Regulate the Operation of Off-Road Vehicles on County of Renfrew Roads is hereby repealed.

7. That this By-law shall come into force and take effect immediately upon the date of its passing.

READ a first time this 27th day of January 2021.

READ a second time this 27th day of January 2021.

READ a third time and finally passed this 27th day of January 2021.

DEBBIE ROBINSON, WARDEN

PAUL V. MOREAU, CLERK

SCHEDULE "I"

County Road/Name	From	To	Municipality
1 - Madawaska Boulevard, Elgin Street	East limit of the Madawaska River Bridge	The intersection with County Road 10 (Division Street)	Arnprior
2 - Daniel Street and White Lake Road	Madawaska Street	County Road 10 (Baskin Drive)	Arnprior
2 - White Lake Road	Staye Court Drive/ Winners Circle	County Road 45 (Vanjumar Drive)	Arnprior
16 - Victoria Street	Laurentian Drive	Petawawa Boulevard	Petawawa
25 - Laurentian Dr	Victoria Street	Petawawa Boulevard	Petawawa
26 - Doran Road	Petawawa Boulevard	Highway 17	Petawawa
35 - Boundary Road East	Jean Avenue	Trafalgar Road	Laurentian Valley
37 - Murphy Rd	Petawawa Boulevard	Highway 17	Petawawa
51 - Pembroke St. W. and Petawawa Boulevard	Pembroke City Limit	Paquette Road	Laurentian Valley Petawawa
52 - Raglan Street	Highway 60	Pine Street	Renfrew
55 - Paquette Road	Highway 17	Petawawa Boulevard	Petawawa
72 - Ridge Road	Highway 17	Deep River Road	Deep River
73 - Deep River Road	Highway 17	Ridge Road	Deep River

RESOLUTION 2023 75

MOVED BY: Councillor Hughes

SECONDED BY: Councillor Fitton

BE IT RESOLVED THAT Report Number 2023-PW-001, “Off-Road Vehicle Pilot Project” be received,

THAT Council approves a three-year Pilot Project for the use of Off-Road Vehicles, consistent with the attached DRAFT By-Law (Attachment 1), on all highways (including County Roads 72 and 73) in the Town of Deep River,

THAT staff be directed to present a By-Law after the County of Renfrew Off-Road Vehicle By-Law is amended to include County Roads 72 and 73,

THAT Council approve the pre-budget allocation in the amount of \$2,000 as part of the 2023 Operating Budget to purchase the required signage for the pilot project, and

THAT staff be directed to work with the Deep River Police Service and the Renfrew County ATV Club to promote a Roadway Safety Campaign as it relates to off-road vehicles.

<https://deepriver.civicweb.net/document/34299/5.%20Council%20Meeting%20-%2015%20Mar%202023%20-%20Minutes.pdf?handle=53FAD4ED262F48AE93A4F63BFBCB09E9>

Thank you,

■

COUNTY OF RENFREW

BY-LAW NUMBER 57-23

**A BY-LAW FOR THE EXECUTION OF CONTRACT PWO-2023-03
FOR PAVEMENT MARKING**

WHEREAS under Section 11 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the Municipal Corporation of the County of Renfrew has the authority to pass by-laws to enter into contracts to construct and maintain County Roads and Bridges;

AND WHEREAS public tenders were requested for pavement marking under Contract PWO-2023-03 in accordance with County of Renfrew Corporate Policy GA-01 Procurement of Goods and Services;

AND WHEREAS the tender submitted by Trillium Pavement Marking, Carleton Place, Ontario was reviewed and accepted by the Operations Committee.

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

1. THAT the Council of the County of Renfrew approve of the awarding of Contract PWO-2023-03 for pavement marking, as submitted by Trillium Pavement Marking, Carleton Place, Ontario in the amount of \$650,117.40 plus HST.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary for the execution of the said Contract.
3. 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 this 26th day of April 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

April 26, 2023

To the Council of the Corporation
Of the County of Renfrew

Members of County Council:

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

INFORMATION

1. 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 follow.

3. 2023 Annual Repayment Limit (ARL)

Attached as Appendix I 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 II 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 Revenue 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**

Attached as Appendix III 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 our March 2023 Finance and Administration Committee meeting, staff have now presented the 2022 Investment Report in the same format as the 2018 Report. In addition, attached as Appendix IV is 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, the Treasurer has reported the following:

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

Investment Type	2022	2021
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
Totals	75,253,993	73,776,541

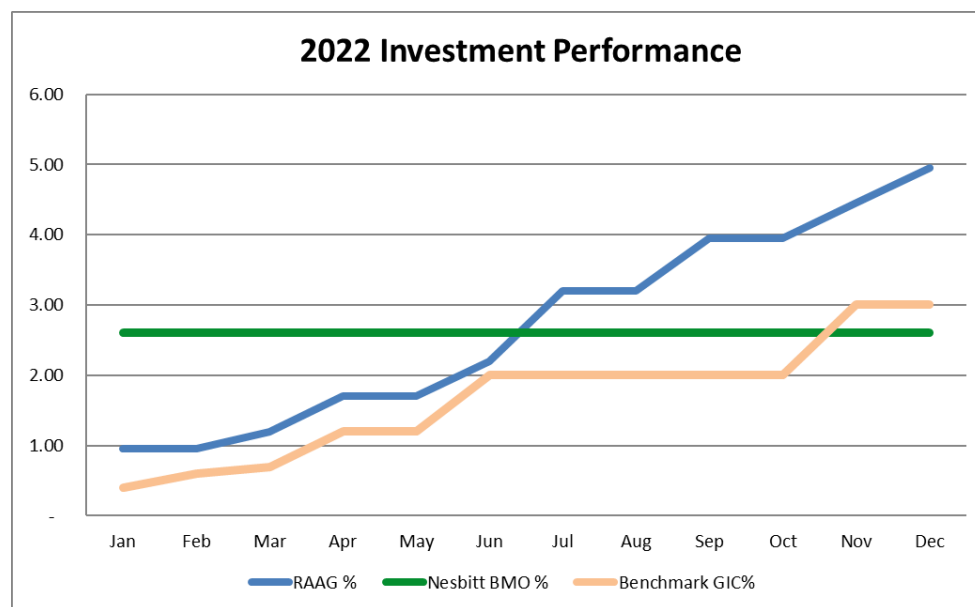
The County of Renfrew made the following investment transactions in 2022:

Investment Type	Purchased	Redeemed
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	
Totals	900,000	(900,000)

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 1.5%	Average BMO Nesbitt Investment Return	1 YEAR GIC 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
Average	2.70	2.61	1.68

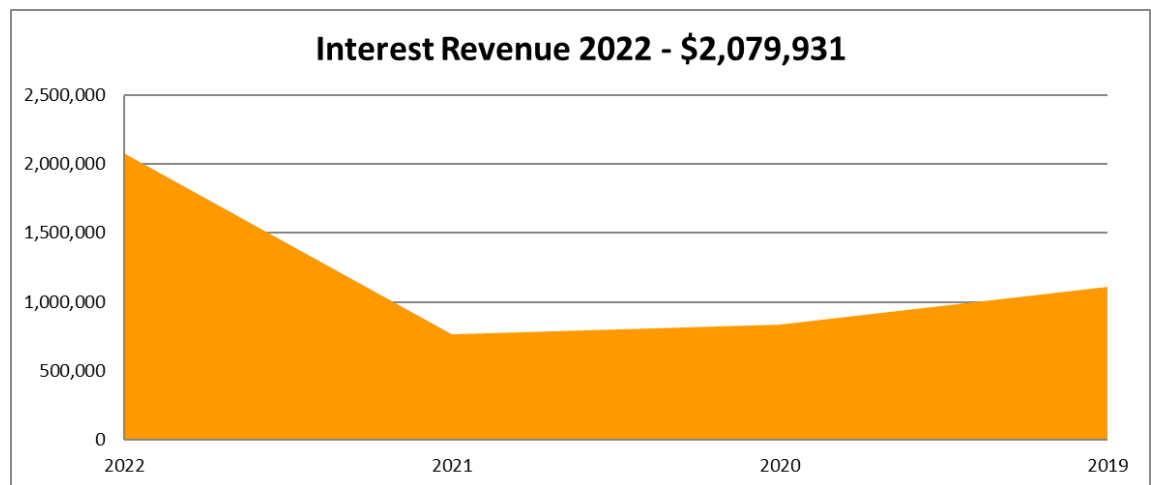
The following chart presents a graphical perspective on our investment performance compared to our benchmark - the Chartered Bank administered 1 year guaranteed investment certificate (GIC) rates of return.



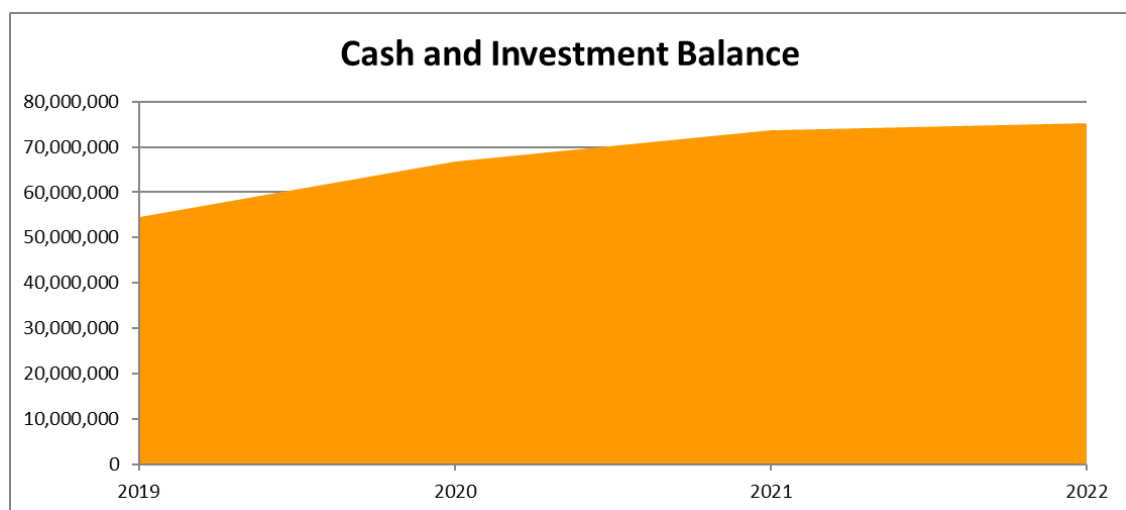
The County of Renfrew, as part of the Renfrew Area Administrators Group (RAAG), receives a preferred rate on all current funds held in a RAAG account. The current program provides for a return of Bank Prime less 1.50% on all funds invested within the program. Our average rate of return for the RAAG current 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 the opinion of the Treasurer 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 V 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. 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 VI is the presentation relating to the staff engagement survey.

RESOLUTIONS

9. September Standing Committee Meetings

RESOLUTION NO. FA-CC-23-04-34

Moved by Chair

Seconded by Committee

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 to 8, 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.

10. 2023 Federation of Canadian Municipalities (FCM) Membership Dues

RESOLUTION NO. FA-CC-23-04-36

Moved by Chair

Seconded by Committee

THAT County Council approve 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.

11. **County of Renfrew Community Paramedic Reserve**

RESOLUTION NO. FA-CC-23-04-37

Moved by Chair

Seconded by Committee

THAT County Council approve 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. Committee is 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

12. **2023 Tax Policy**

RESOLUTION NO. FA-CC-23-04-39

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law setting the starting 2023 tax ratios for County purposes and lower-tier purposes for the year 2023.

RESOLUTION NO. FA-CC-23-04-40

Moved by Chair

Seconded by Committee

THAT County Council approve that the 2023 tax ratio By-law include a revenue neutral ratio for the Landfill class at 1.189066.

RESOLUTION NO. FA-CC-23-04-41

Moved by Chair

Seconded by Committee

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 on Tuesday, March 14, 2023 at 11:00 a.m. that included the local Municipal Treasurers. The following is an Executive Summary of the recommendations from the Tax Policy Working Group.

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

	<u>2023</u>	<u>2022</u>
<u>TAX RATIOS</u>		
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.

13. **2023 County of Renfrew Tax Rate By-law**

RESOLUTION NO. FA-CC-23-04-42

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to Establish the 2023 Tax Rates for County of Renfrew Purposes.

Background

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

14. **Corporate Policies and Procedures – Human Resources**

RESOLUTION NO. FA-CC-23-04-43

Moved by Chair

Seconded by Committee

THAT County Council approve Corporate Policies J-04 – Employee Referral Bonus Program and J-05 - Employee Recognition Program; AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

Background

The following details provide an overview of the new policies:

a) J-04 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) J-05 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.

All of which is respectfully submitted.

Jennifer Murphy, Chair

And Committee Members: J. Brose, G. Doncaster, M. Donohue, P. Emon, A. Giardini, V. Jahn, D. Mayville

**Ministry of
Municipal Affairs
and Housing**

Municipal Finance Policy Branch

777 Bay Street, 13th 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^e 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,

Ruchi Parkash
Director

Enclosures

Annual Repayment Limit

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

		1
		\$
	Debt Charges for the Current Year	
0210	Principal (SLC 74 3099 01)	1,720,892
0220	Interest (SLC 74 3099 02)	393,451
0299	Subtotal	2,114,343
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	2,114,343
		1
		\$
	Amounts Recovered from Unconsolidated Entities	
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	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	597,639
1420	Total Debt Charges to be Excluded	597,639
9920	Net Debt Charges	1,516,704
		1
		\$
1610	Total Revenue (SLC 10 9910 01)	145,220,589
	Excluded Revenue Amounts	
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	Subtotal	75,819,926
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	-13,472,824
2610	Net Revenues	82,873,487
2620	25% of Net Revenues	20,718,372
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	19,201,668

* SLC denotes Schedule, Line Column.

**Accumulated Surplus
as at December 31, 2022**

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

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
Operations Committee	9,621,254.99	9,129,022.00	492,232.99
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)
Development & Property Committee	1,841,185.19	1,960,366.00	(119,180.81)
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)
Health Committee	14,472,245.10	13,376,273.00	1,095,972.10
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
Community Services Committee	6,574,393.45	6,899,594.00	(325,200.55)
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
Finance & Administration Committee	26,216,498.24	23,368,951.00	2,847,547.24
Total Net Expenses	58,725,576.97	54,734,206.00	3,991,370.97
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
Total Revenue	58,725,576.97	54,734,206.00	3,991,370.97
Municipal Surplus / (Deficit)	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>
<u>MEMBERS OF COUNCIL</u>	<u>520,746.61</u>	<u>529,954.00</u>	<u>(9,207.39)</u>
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
<u>GENERAL - ADMINISTRATION</u>	<u>898,022.20</u>	<u>943,406.00</u>	<u>(45,383.80)</u>
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>
<u>PROPERTY - Pembroke Admin</u>	<u>80,550.47</u>	<u>107,733.00</u>	<u>(27,182.53)</u>
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
<u>PROPERTY - Renfrew County Place</u>	<u>(253,471.67)</u>	<u>(228,416.00)</u>	<u>(25,055.67)</u>
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

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

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>PROPERTY - Base Stations</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
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
<u>PROPERTY - Arnprior Office</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
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
<u>PROPERTY - Renfrew OPP</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
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)

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

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>INFORMATION TECHNOLOGY</u>	<u>408,631.52</u>	<u>474,759.00</u>	<u>(66,127.48)</u>
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)
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>287,059.78</u>	<u>254,064.00</u>	<u>32,995.78</u>
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)
<u>FORESTRY DEPT.</u>	<u>89,292.49</u>	<u>31,132.00</u>	<u>58,160.49</u>
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

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

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>TRAILS DEPT.</u>	<u>343,877.31</u>	<u>314,210.00</u>	<u>29,667.31</u>
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
<u>GIS</u>	<u>197,503.35</u>	<u>248,544.00</u>	<u>(51,040.65)</u>
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)
<u>PUBLIC WORKS</u>	<u>9,621,254.99</u>	<u>9,129,022.00</u>	<u>492,232.99</u>
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>
<u>BONNECHERE MANOR</u>	<u>1,475,295.96</u>	<u>1,475,296.00</u>	<u>(0.04)</u>
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)
<u>MIRAMICHI LODGE</u>	<u>1,234,953.00</u>	<u>1,234,953.00</u>	<u>0.00</u>
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
<u>OTHER LONG TERM CARE</u>	<u>0.00</u>	<u>94,443.00</u>	<u>(94,443.00)</u>
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)
<u>HEALTH SERVICES</u>	<u>1,733,289.00</u>	<u>1,733,289.00</u>	<u>0.00</u>
Renfrew County & District Health Unit	1,733,289.00	1,733,289.00	0.00
<u>OTTAWA VALLEY OHT</u>	<u>(0.00)</u>	<u>0.00</u>	<u>(0.00)</u>
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
<u>Publicity/Public Relations</u>	<u>8,510.92</u>	<u>15,000.00</u>	<u>(6,489.08)</u>
Publicity/Public Relations Service	8,510.92	15,000.00	(6,489.08)
Recoveries	0.00	0.00	0.00
<u>ECONOMIC DEVELOPMENT</u>	<u>469,769.01</u>	<u>440,167.00</u>	<u>29,602.01</u>
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
DEC 2022**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>ENTERPRISE CENTRE</u>	<u>28,055.00</u>	<u>28,055.00</u>	<u>(0.00)</u>
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)
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>283,195.00</u>	<u>283,195.00</u>	<u>0.00</u>
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)
<u>PLANNING DEPARTMENT</u>	<u>602,414.23</u>	<u>735,746.00</u>	<u>(133,331.77)</u>
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)
<u>AGRICULTURE & REFORESTATION</u>	<u>12,804.96</u>	<u>20,000.00</u>	<u>(7,195.04)</u>
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)
<u>ONTARIO WORKS</u>	<u>1,199,374.45</u>	<u>1,338,041.00</u>	<u>(138,666.55)</u>
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
TREASURER'S REPORT - GENERAL REVENUE FUND
DEC 2022**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
CHILD CARE	336,636.26	526,437.00	(189,800.74)
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
Licensed Family Home Day Care	327,576.97	362,916.00	(35,339.03)
Licensed 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
COMMUNITY HOUSING	5,038,382.74	5,035,116.00	3,266.74
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)

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

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
PARAMEDIC - 911	8,895,858.04	8,663,139.00	1,232,719.04
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)
PARAMEDIC - OTHER	0.00	0.00	(0.00)
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>
<u>EMERGENCY MANAGEMENT</u>	<u>132,849.10</u>	<u>175,153.00</u>	<u>(42,303.90)</u>
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>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(497,332.00)</u>	<u>(497,332.00)</u>	<u>0.00</u>
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)
<u>PROPERTY ASSESSMENT</u>	<u>1,541,699.84</u>	<u>1,541,700.00</u>	<u>(0.16)</u>
MPAC	1,541,699.84	1,541,700.00	(0.16)
<u>FINANCIAL EXPENSE</u>	<u>23,036,354.41</u>	<u>20,087,400.00</u>	<u>2,948,954.41</u>
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
<u>TOTAL EXPENSES</u>	<u>58,725,576.97</u>	<u>54,734,206.00</u>	<u>3,991,370.97</u>

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

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>REVENUES</u>			
<u>COUNTY LEVY</u>	<u>50,540,371.00</u>	<u>50,540,380.00</u>	<u>(9.00)</u>
<u>PIL ADJUSTMENTS</u>	<u>(53,834.74)</u>	<u>(150,000.00)</u>	<u>96,165.26</u>
<u>WATERPOWER GENERATING STATION</u>	<u>394,109.27</u>	<u>394,109.00</u>	<u>0.27</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>0.00</u>	<u>5,000.00</u>	<u>(5,000.00)</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>716,846.76</u>	<u>500,000.00</u>	<u>216,846.76</u>
<u>PROVINCIAL SUBSIDIES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Ontario Municipal Partnership Fund	0.00	0.00	0.00
Provincial - One Time	0.00	0.00	0.00
<u>OTHER REVENUE</u>	<u>7,128,084.68</u>	<u>3,444,717.00</u>	<u>3,683,367.68</u>
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
<u>CONTRIBUTION FROM RESERVES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Surplus Adjustment - TRF From Reserves	0.00	0.00	0.00
<u>TOTAL REVENUES</u>	<u>58,725,576.97</u>	<u>54,734,206.00</u>	<u>3,991,370.97</u>
<u>Municipal Surplus / (Deficit)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
add: Surplus Adjustment - Capital	25,615,377.54	6,346,970.00	19,268,407.54
add: Surplus Adjustment - To Reserves	24,908,650.08	19,799,846.00	5,108,804.08
less: Surplus Adjustment - From Reserves	(23,066,754.65)	(5,377,526.00)	(17,689,228.65)
less: Surplus Adjustment - Depreciation	(11,771,145.03)	(11,540,450.00)	(230,695.03)
add: Surplus Adjustment - Debt Principal Paid	1,302,338.05	1,302,338.00	0.05
add: Surplus Adjustment - New Debt Principal	0.00	0.00	0.00
<u>PSAB Surplus / (Deficit)</u>	<u>16,988,465.99</u>	<u>10,531,178.00</u>	<u>6,457,287.99</u>

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
ASSETS	323,897,350.16	311,083,143.54
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)
LIABILITIES AND NET ASSETS	(323,897,350.16)	(311,083,143.54)

GENERAL - Accumulated Surplus	Opening	Increase	Decrease	Net Change	Allocate Interest & Surplus	TRF between 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		
	248,060,019.09	13,844,232.51	(200,478.62)	13,643,753.89			261,703,772.98		
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)		
	(19,762,902.11)	(425,645.36)	1,302,338.05	876,692.69			(18,886,209.42)		
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		
	49,502,102.74	24,908,650.08	(23,066,754.65)	1,841,895.43	626,123.98	0.00	51,970,122.15		
Unallocated Surplus	0.00			626,123.98	(626,123.98)		0.00		
Totals	277,799,219.72	38,327,237.23	-21,964,895.22	16,988,465.99	0.00	0.00	294,787,685.71		

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)

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
Dec 2022

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>CAPITAL PROGRAM - EXPENSES</u>	<u>712,260.43</u>	<u>546,055.00</u>	<u>166,205.43</u>
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)
<u>ADMINISTRATION</u>	<u>1,166,984.94</u>	<u>1,124,616.00</u>	<u>42,368.94</u>
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)
<u>MAINTENANCE</u>	<u>6,257,978.11</u>	<u>6,079,901.00</u>	<u>178,077.11</u>
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
<u>EQUIPMENT</u>	<u>1,429,703.24</u>	<u>1,266,900.00</u>	<u>162,803.24</u>
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

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
Dec 2022

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>HOUSING</u>	<u>177,196.54</u>	<u>186,550.00</u>	<u>(9,353.46)</u>
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
<u>OTHER</u>	<u>23,056,679.17</u>	<u>24,280,939.00</u>	<u>(1,224,259.83)</u>
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
<u>CONSTRUCTION - LABOUR CLEARING ACCOUNT</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
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
TOTAL EXPENDITURES	32,800,802.43	33,484,961.00	(684,158.57)
<u>ROADS REVENUES</u>			
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)
TOTAL REVENUES	32,800,802.43	33,484,961.00	(684,158.57)
MUNICIPAL SURPLUS / (DEFICIT)	0.00	0.00	0.00

COUNTY OF RENFREW
Public Works & Engineering Job Cost Summary
December 2022

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
20-65-18.7	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 QUADEVILLE	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	3.0	2022	\$23,511.73	\$0.00	-\$23,511.73
22-512-0.0	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
22-517-5.0	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 RDTOCR58 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	\$10,039.32
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 QUADEVILLE 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	\$20,000.00	\$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-COBDEN	COBDEN PATROL	COBDEN 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		
					\$23,056,679.17	\$24,280,939.00	\$1,143,290.77

					project actual	project budget	actual less internal labour
GAS TAX							
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 RDTOCR58 ROUND LAKE	8.67KM TO 10.27KM	1.6	2022	\$882,001.28	\$781,000.00	\$860,624.17
					\$7,189,932.55	\$ 5,728,208.00	\$7,008,113.60
OCIF							
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
22-517-5.0	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
					\$4,546,702.30	\$3,854,274.00	\$ 4,430,458.46

**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>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>880,751.18</u>	<u>981,208.00</u>	<u>(100,456.82)</u>
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
<u>NURSING SERVICES</u>	<u>9,964,797.51</u>	<u>9,576,853.00</u>	<u>387,944.51</u>
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)

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

Dec 2022

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over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>RAW FOOD</u>	<u>644,477.10</u>	<u>578,028.00</u>	<u>66,449.10</u>
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
<u>FOOD SERVICES</u>	<u>1,526,771.66</u>	<u>1,470,031.00</u>	<u>56,740.66</u>
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)
<u>HOUSEKEEPING SERVICES</u>	<u>1,061,680.25</u>	<u>901,219.00</u>	<u>160,461.25</u>
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
<u>LAUNDRY AND LINEN SERVICES</u>	<u>244,402.40</u>	<u>299,707.00</u>	<u>(55,304.60)</u>
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)

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

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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,070,192.03</u>	<u>1,069,330.00</u>	<u>862.03</u>
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
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,572,897.45</u>	<u>1,153,750.00</u>	<u>419,147.45</u>
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)

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MIRAMICHI LODGE TOTALS	<u>16,965,969.58</u>	<u>16,030,126.00</u>	<u>935,843.58</u>
RESIDENT DAYS	56,137.00	60,590.00	(4,453.00)
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>720,070.70</u>	<u>727,424.00</u>	<u>(7,353.30)</u>
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
<u>SURPLUS ADJUSTMENT</u>	<u>846,339.05</u>	<u>585,760.00</u>	<u>260,579.05</u>
Surplus Adjustment - Capital Purchases	846,339.05	585,760.00	260,579.05
GRAND TOTAL EXPENDITURE	<u>18,532,379.33</u>	<u>17,343,310.00</u>	<u>1,189,069.33</u>

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<u>MUNICIPAL SUBSIDY</u>	<u>1,843,213.00</u>	<u>1,843,213.00</u>	<u>0.00</u>
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
 <u>RESIDENTS REVENUE</u>	 <u>3,902,404.80</u>	 <u>4,061,689.00</u>	 <u>(159,284.20)</u>
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)
 <u>OTHER REVENUE</u>	 <u>103,403.71</u>	 <u>30,000.00</u>	 <u>73,403.71</u>
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
 <u>GRANTS & SUBSIDIES</u>	 <u>11,988,268.44</u>	 <u>10,822,648.00</u>	 <u>1,165,620.44</u>
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
 <u>SURPLUS ADJUSTMENT</u>	 <u>207,178.20</u>	 <u>585,760.00</u>	 <u>(378,581.80)</u>
Surplus Adjustment - Trf from Reserves	207,178.20	585,760.00	(378,581.80)
 GRAND TOTAL REVENUES	 18,044,468.15	 17,343,310.00	 701,158.15
 Municipal Surplus / (Deficit)	 (487,911.18)	 0.00	 (487,911.18)

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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)
ADJ Surplus / (Deficit)	(54,097.69)	(227,740.00)	173,642.31

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
ASSETS	25,339,748.27	25,871,254.57
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)
LIABILITIES AND NET ASSETS	(25,339,748.27)	(25,871,254.57)

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

ML - Accumulated Surplus	Opening	Increase	Decrease	Net Change	Allocation	Reserves	Closing
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
	23,107,403.49	2,646.42	(4,086.37)	(1,439.95)			23,105,963.54
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)
	(2,434,808.44)	(11,780.00)	578,482.62	566,702.62			(1,868,105.82)
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
	1,560,854.43	100,614.00	(207,178.20)	(106,564.20)			941,494.07
Unallocated Surplus	0.00			(512,796.16)	512,796.16		0.00
Totals	22,233,449.48	91,480.42	367,218.05	(54,097.69)	0.00	0.00	22,179,351.79

INCOME STATEMENT MUNICIPAL SURPLUS	(487,911.18)
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 MUCIPAL SURPLUS EXPLAINED	<u>24,884.98</u>

**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>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>900,955.83</u>	<u>1,121,944.00</u>	<u>(220,988.17)</u>
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)
<u>NURSING SERVICES</u>	<u>9,947,932.37</u>	<u>10,123,703.00</u>	<u>(175,770.63)</u>
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
Dec 2022**

WARNING - ACTUAL DAYS ARE LESS THAN 97% OF BUDGET

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>RAW FOOD</u>	<u>724,251.64</u>	<u>626,778.00</u>	<u>97,473.64</u>
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
<u>FOOD SERVICES</u>	<u>1,694,202.60</u>	<u>1,514,680.00</u>	<u>179,522.60</u>
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
<u>HOUSEKEEPING SERVICES</u>	<u>960,529.83</u>	<u>955,771.00</u>	<u>4,758.83</u>
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
<u>LAUNDRY AND LINEN SERVICES</u>	<u>439,153.44</u>	<u>428,314.00</u>	<u>10,839.44</u>
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>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>1,191,484.20</u>	<u>1,179,139.00</u>	<u>12,345.20</u>
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)
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,382,835.68</u>	<u>1,319,642.00</u>	<u>63,193.68</u>
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)
BONNECHERE MANOR TOTALS	<u>17,241,345.59</u>	<u>17,269,971.00</u>	<u>(28,625.41)</u>

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

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

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

Dec 2022

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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
<u>MUNICIPAL SUBSIDY</u>	<u>2,201,934.96</u>	<u>2,201,935.00</u>	<u>(0.04)</u>
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)
 <u>RESIDENTS REVENUE</u>	 <u>4,096,996.42</u>	 <u>4,036,813.00</u>	 <u>60,183.42</u>
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
 <u>OTHER REVENUE</u>	 <u>303,115.27</u>	 <u>188,767.00</u>	 <u>114,348.27</u>
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)
 <u>GRANTS & SUBSIDIES</u>	 <u>12,079,423.35</u>	 <u>10,891,480.00</u>	 <u>1,187,943.35</u>
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)
 <u>SURPLUS ADJUSTMENT</u>	 <u>641,132.82</u>	 <u>386,800.00</u>	 <u>254,332.82</u>
Surplus Adjustment - TRF from Reserves	641,132.82	386,800.00	254,332.82
 <u>GRAND TOTAL REVENUES</u>	 <u>19,322,602.82</u>	 <u>17,705,795.00</u>	 <u>1,616,807.82</u>
 <u>Municipal Surplus / (Deficit)</u>	 <u>416,226.84</u>	 <u>0.00</u>	 <u>416,226.84</u>

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

Dec 2022

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	<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
Accounting Surplus / (Deficit)	812,387.82	(579,622.00)	1,392,009.82

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
ASSETS	19,694,456.37	18,959,189.42
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)
LIABILITIES AND ACCUMULATED SURPLUS	(19,694,456.37)	(18,959,189.42)

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
	13,067,070.63	982,943.34	(4,527.60)	978,415.74			14,045,486.37
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)
	(2,136,881.37)	(181,244.00)	74,768.54	(106,475.46)			(2,243,356.83)
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
	4,292,061.64	49,024.00	(641,132.82)	(592,108.82)			4,232,509.20
Unallocated Surplus	0.00			532,556.38	(532,556.38)		0.00
Totals	15,222,250.90	850,723.34	(570,891.88)	812,387.84	0.00	0.00	16,034,638.74

INCOME STATEMENT MUNICIPAL SURPLUS	416,226.84
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> <u>Actual</u>	<u>YTD</u> <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
EXPENSES	14,941,067.08	14,940,781	286
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
REVENUES	15,740,099.46	14,940,781	799,318
Municipal SURPLUS / (DEFICIT)	799,032.38	0	799,032
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)
Accounting SURPLUS / (DEFICIT)	1,010,408.10	(894,826)	1,905,234

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
ASSETS	22,252,471.97	21,653,249.17
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)
LIABILITIES AND NET ASSETS	(22,252,471.97)	(21,653,249.17)

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

RCHC - Accumulated Surplus	Opening	Increase	Decrease	Net Change	Allocation	Transfer between Reserves	Closing	
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	
	16,270,760.48	835,851.07	(44,609.44)	791,241.63			17,062,002.11	
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)	
	(1,375,842.87)	(7,394.00)	361,820.77	354,426.77			(1,021,416.10)	
WSIB Reserve	148,482.79			0.00			148,482.79	s
Working Capital Reserve	50,000.00			0.00			50,000.00	c s
Capital Reserve	3,870,673.73		(986,296.12)	(986,296.12)	851,035.82		3,735,413.43	c s
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	
	4,069,156.52	0.00	(986,296.12)	(986,296.12)		0.00	3,933,896.22	
Unallocated Surplus				851,035.82	(851,035.82)		0.00	
Totals	18,964,074.13	828,457.07	(669,084.79)	1,010,408.10	0.00	0.00	19,974,482.23	

INCOME STATEMENT MUNICIPAL SURPLUS	799,032.38
DIFF TO UNALLOCATED SURPLUS	52,003.44
ASSETS DISPOSED - THROUGH INC STMT ALREADY	(44,609.44)
LIABILITY CHANGE THROUGH INC STMT ALREADY	(7,394.00)
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	
Total value of your portfolio in Canadian \$				\$7,173,511	

Questions?

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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
Total value on Dec 31, 2022	\$7,173,511

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

		A Net deposits and withdrawals	B Value	C Accrued interest	B + C Total value	D* Change in value	D - A Investment growth / loss
Previous calendar years							
Jan 1, 2006	Initial value	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
Current calendar year							
Dec 31, 2021	Opening value		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

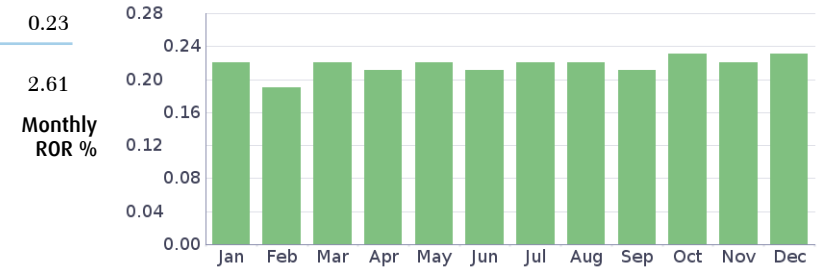
		A	B	C	B + C	D*	D - A
		Net deposits and withdrawals	Value	Accrued interest	Total value	Change in value	Investment growth / loss
Dec 31, 2022	Year-to-date totals	-\$182,336	\$7,100,000	\$73,511	\$7,173,511	\$2,910	\$185,246
	Since inception	\$4,729,618					\$2,443,892

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

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

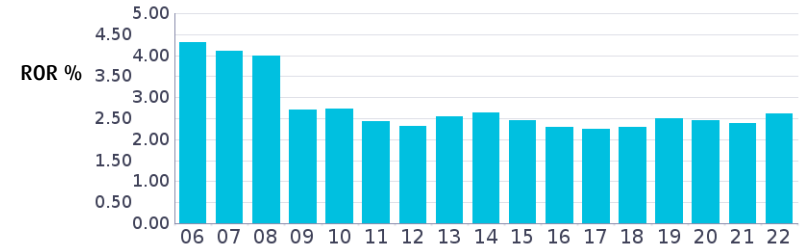
Period 2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Monthly rates of return (%)	0.22	0.19	0.22	0.21	0.22	0.21	0.22	0.22	0.21	0.23	0.22	0.23	
Compound year-to-date rates of return (%)	0.22	0.41	0.63	0.84	1.05	1.26	1.48	1.70	1.91	2.14	2.37	2.61	
2022 Quarters	1st	2nd	3rd	4th									Month ROR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

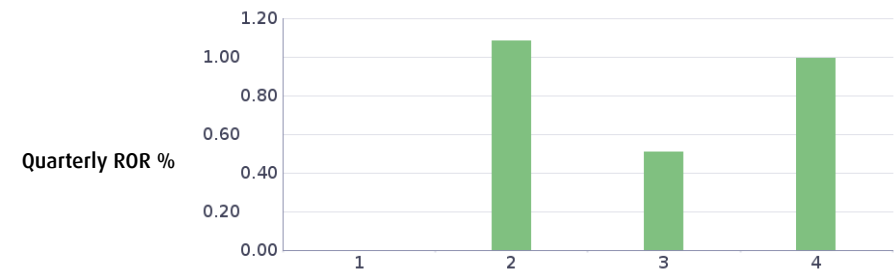


Money-weighted rates of return as of December 31, 2022

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

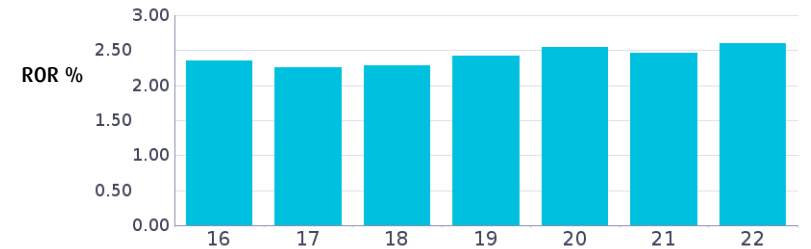


Calendar Year Returns are displayed once the account has been opened and funded for a full calendar year

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	
Total value of your portfolio in Canadian \$				\$201,017	

Questions?

Castledine Wealth Advisory Group

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SUSAN RIMAC
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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
Total value on Dec 31, 2022	\$201,017

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

		A Net deposits and withdrawals	B Value	C Accrued interest	B + C Total value	D* Change in value	D - A Investment growth / loss
Previous calendar years							
Nov 6, 2013	Initial value	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
Current calendar year							
Dec 31, 2021	Opening value		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	Year-to-date totals	-\$2,900	\$200,000	\$1,017	\$201,017	\$723	\$3,623
	Since inception	\$103,502					\$97,515

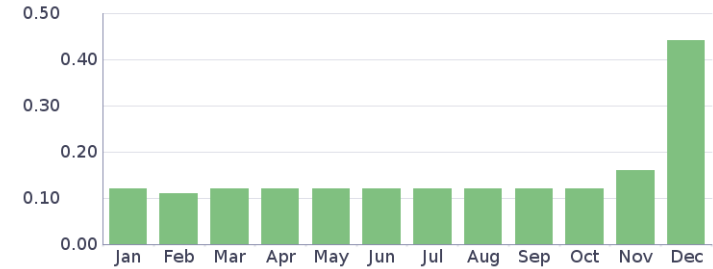
*Change in value signifies the difference in value from the previous year.

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									

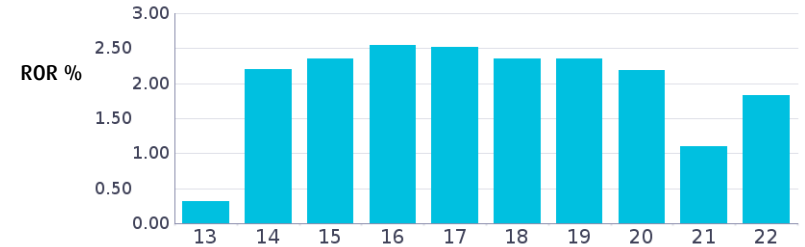
Monthly
ROR %

YEAR-TO-DATE PERFORMANCE



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
	2014	2013						
	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
	9 year	10 year						
	2.15	2.15*						

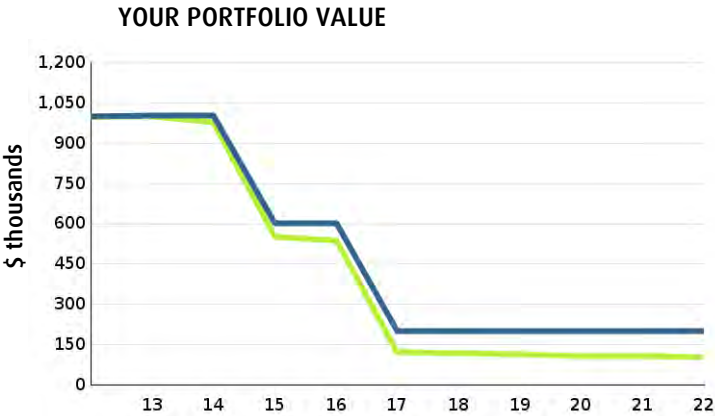
CALENDAR YEARS PERFORMANCE



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

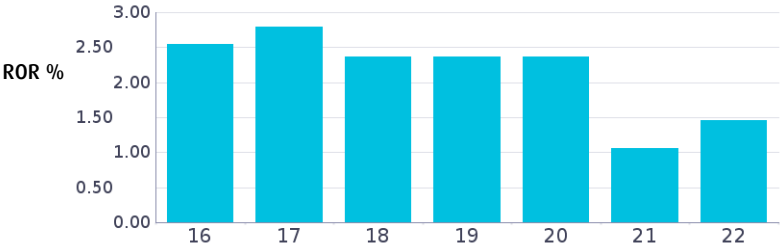


Calendar Year Returns are displayed once the account has been opened and funded for a full calendar year

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.

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Télééc.: 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 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**
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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 21st, 2022 and closed on November 30th, 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 45-23

**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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 46-23

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 47-23

**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
New Multi-Residential	0.00391501
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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

SCHEDULE "A"**2023****PROPERTY TAXATION FOR COUNTY PURPOSES:**

MUNICIPALITY	<u>TAXABLE ASSESSMENT</u>	<u>PAYMENT-IN-LIEU ASSESSMENT</u>	<u>TOTAL</u>	<u>% OF TOTAL</u>
TOWNS				
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%
TOWNSHIPS				
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%
TOTAL	49,105,296	3,788,600	52,893,896	100.0%

COUNTY OF RENFREW

BY-LAW NUMBER 48-23

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

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

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

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

1. That the following new policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - J-04 Employee Referral Bonus Program
 - J-05 Employee Recognition Program
2. 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 26th day of April, 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-04
POLICY: Employee Referral Bonus Program				
DATE CREATED: April 26/2023	REVIEW DATE:	REVISION DATE:	COVERAGE: Long-Term Care Homes	PAGE #: 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 apply to all county employees who refer 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				
DEPARTMENT: Human Resources				POLICY #: J-04
POLICY: Employee Referral Bonus Program				
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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.

Conditions

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-04
POLICY: Employee Referral Bonus Program				
DATE CREATED: April 26/2023	REVIEW DATE:	REVISION DATE:	COVERAGE: Long-Term Care Homes	PAGE #: 3 of 3

- 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 the referrer's identity, 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				
DEPARTMENT: Human Resources				POLICY #: J-05
POLICY: Employee Recognition Program				
DATE CREATED: April 26/2023	REVIEW DATE:	REVISION DATE:	COVERAGE: All Employees	PAGE #: 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 Officer (CAO).
- 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:

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-05
POLICY: Employee Recognition Program				
DATE CREATED: April 26/2023	REVIEW DATE:	REVISION DATE:	COVERAGE: All Employees	PAGE #: 2 of 5

- 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 opportunities for continuous improvement departmentally and/or corporately.

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-05
POLICY: Employee Recognition Program				
DATE CREATED: April 26/2023	REVIEW DATE:	REVISION DATE:	COVERAGE: All Employees	PAGE #: 3 of 5

- 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 or from Human Resources. (Appendix A)
- Submissions can be made at anytime throughout the year.
- The Chief Administrative Officer (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 thanked for their commitment to the County.

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-05
POLICY: Employee Recognition Program				
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County of Renfrew Employee Recognition Nomination Form

Nominee(s) Name:

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

COUNTY OF RENFREW

BY-LAW NUMBER 67-23

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL
OF THE COUNTY OF RENFREW AT THE MEETING HELD
ON APRIL 26, 2023**

WHEREAS Subsection 5(1) of the *Municipal Act, 2001, S.O. 2001, Chapter 25*, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the County of Renfrew at this meeting be confirmed and adopted by by-law;

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

1. The action of the Council of the County of Renfrew in respect of each motion and resolution passed and other action taken by the Council of the County of Renfrew at this meeting is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
2. The Warden and the appropriate officials of the County of Renfrew are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the County of Renfrew referred to in the preceding section.
3. The Warden, and the Clerk, or in the absence of the Clerk the Deputy Clerk, are authorized and directed to execute all documents necessary in that behalf and to affix thereto the corporate seal of the County of Renfrew.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 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.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK