



FINANCE AND ADMINISTRATION COMMITTEE

Thursday, May 18, 2023

A meeting of the Finance and Administration Committee was held on Thursday, May 18, 2023 at 9:30 a.m.

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

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

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

RESOLUTION NO. FA-C-23-05-46

Moved by Councillor Brose

Seconded by Councillor Mayville

THAT the minutes of the April 13, 2023 meeting be adopted. CARRIED.

Mr. Kelley advised that there is a change to the Agenda as a delegation has been added; Mr. Simon McLinden from Canoe Procurement Group of Canada.

Mr. Perkins welcomed Mr. Simon McLinden who provided an overview of the Canoe Procurement program which is attached as Appendix A.

Committee thanked Mr. McLinden for his informative presentation.

Administration Department Report

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

Ms. Peplinskie overviewed her Communications and Social Media portion of the Administration Department Report.

Warden Emon departed the meeting at 10:22 a.m.

Committee thanked Ms. Peplinskie for her excellent communication efforts through her informative social media posts. Ms. Peplinskie noted that she would like to thank the local municipalities that share her messaging, which expands the reach of County of Renfrew communication efforts.

Mr. Kelley overviewed the Association of Municipalities of Ontario (AMO) delegation requests. Committee discussed the delegation requests noting that with the growing concern over the shortage of Justices of the Peace and the ongoing court backlog a delegation request with the Attorney General should also be included. Chair Murphy indicated that Councillor Donohue and herself had an opportunity to discuss this issue with the Honourable Doug Downey, Attorney General at the ROMA Conference and he was very receptive to listening to our concerns.

RESOLUTION NO. FA-C-23-05-47

Moved by Councillor Donohue

Seconded by Councillor Brose

THAT the Finance and Administration Committee amend the Association of Municipalities Ontario delegation submission to include the addition of the Minister of the Attorney General to discuss the ongoing shortage of Justices of the Peace and the availability of Justices of the Peace physically within the County of Renfrew. CARRIED.

RESOLUTION NO. FA-C-23-05-48

Moved by Councillor Jahn

Seconded by Councillor Giardini

THAT the Finance and Administration Committee recommend that County Council approve the following submission for delegation requests for the Association of Municipalities Ontario Conference with the appropriate Ministers:

- Solicitor General – To discuss the financial challenges with respect to changes in the Provincial Offences Act policies;
- Minister of Municipal Affairs – A discussion and request to continue funding the Municipal Modernization Fund to address challenges and opportunities related to the shift in workplace demands resulting from a post-pandemic workplace/workforce; and

- Minister of the Attorney General - To discuss the ongoing shortage of Justices of the Peace and the availability of Justices of the Peace physically within the County of Renfrew. CARRIED.

RESOLUTION NO. FA-C-23-05-49

Moved by Councillor Brose

Seconded by Councillor Donohue

THAT Finance and Administration Committee recommend that County Council approve that the Health Committee administrative duties be returned to the Long-Term Care and Emergency Service Administrative Assistants consistent with duties assigned prior to August 2021; AND FURTHER THAT the Long-Term Care Homes and Emergency Services Administrative Assistant II positions be reclassified to Administrative Assistant III positions consistent with the Gallagher Report ratings and Employment By-law #1, Non-Union Staff Salary Grid effective July 30, 2023. CARRIED.

Warden Emon entered the meeting at 10:40 a.m.

RESOLUTION NO. FA-C-23-05-50

Moved by Councillor Jahn

Seconded by Councillor Giardini

THAT the Finance and Administration Committee recommends to County Council that the date for the June regular meeting of County Council be changed to Friday, June 23, 2023 at 10:00 a.m. CARRIED.

RESOLUTION NO. FA-C-23-05-51

Moved by Councillor Brose

Seconded by Councillor Doncaster

THAT the Finance and Administration Committee recommend that County Council approve that the amount of \$145,562.50 be transferred to the Ottawa Valley Ontario Health Team (OVOHT) Reserve for use of the OVOHT Steering Committee consistent with the provisions outlined in the Transfer Payment Agreement. CARRIED.

RESOLUTION NO. FA-C-23-05-52

Moved by Councillor Giardini

Seconded by Councillor Brose

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

Committee recessed at 11:00 a.m. and reconvened at 11:12 a.m. with all persons present.

Corporate Services Department Report

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

Mr. Kelley advised that an amended Item #7 – Corporate Policies and Procedures – Human Resources within the Corporate Services Department Report was placed on your desks today, which is amending Corporate Policy E-11 Flexible Work Arrangements. Also, staff are considering a draft Corporate Policy J-06 Return of Service Incentive Program which is being reviewed by legal counsel.

Mr. Foss overviewed the amended Corporate Policy E-11 Flexible Work Arrangements noting COVID's impact on the work force and work environment and this policy will be implemented on a one-year trial basis. A detailed report will be brought back through this Committee to County Council summarizing the experience and seeking direction on continuance and permanency.

RESOLUTION NO. FA-C-23-05-53

Moved by Councillor Mayville

Seconded by Warden Emon

THAT the Finance and Administration Committee recommends to County Council that the amended Corporate Policy E-11 Flexible Work Arrangements be approved effective July 1, 2023; AND FURTHER THAT a By-law to amend By-law 63- 03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted. CARRIED.

RESOLUTION NO. FA-C-23-05-54

Moved by Councillor Giardini

Seconded by Councillor Brose

THAT the new Corporate Policy J-06 Return of Service Incentive Program be received in draft, and approved in principle, and that staff be directed to bring the policy back to committee and council for adoption pending a review by legal counsel. CARRIED.

RESOLUTION NO. FA-C-23-05-55

Moved by Councillor Donohue

Seconded by Councillor Jahn

THAT the Finance and Administration Committee recommends to County Council that a revised By-law to Establish and Require Payment of User Fees and Charges be adopted; AND FURTHER THAT the previous User Fee By-law 25-21 be repealed. CARRIED.

RESOLUTION NO. FA-C-23-05-56

Moved by Councillor Mayville

Seconded by Councillor Jahn

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

RESOLUTION NO. FA-C-23-05-57

Moved by Councillor Donohue

Seconded by Councillor Jahn

THAT this meeting adjourn and the next regular meeting be held on Thursday, June 15, 2023. Time: 12:20 p.m. CARRIED.



WHO IS CANOE?

- ❖ Cooperative buying group
- ❖ Partnered with LAS in 2019
- ❖ Not-for-profit
- ❖ Started in 1936
- ❖ Over 5,000 members across Canada, that include:
 - Urban and Rural Municipalities
 - School Districts
 - Regional Districts
 - Education
 - Not-for-Profit Organizations
- ❖ Sourcewell's Canadian Partner



HOW DO WE HELP?

- ❖ **Save you money**
 - Aggregated buying power across Canada, and as a result, have received preferred pricing for members.
- ❖ **Save you time**
 - We go to tender on behalf of our members, so you do not have to.
 - BC BID
 - MERX
 - SaskTenders
 - Alberta Purchasing Connection
 - Service NB
- ❖ **Additional Benefits**
 - Access to a wide variety of suppliers (300+)
 - Continue to work with local distributors
 - Member support throughout purchase process
 - No membership fee
 - Free quotes, cost analysis, member assessments
 - No minimum purchasing requirements/commitments



HOW DO WE COMPLY?

- ❖ Fair, open, transparent and non-discriminatory
- ❖ Members must post a Notice of Intention to use the purchasing group
 - NOI will need to be posted annually, for 2 weeks
 - Required by the CFTA



Sewer Vacuum, Hydro-Excavation, & Municipal Pumping Equipment w Related Acc.
 Association of Municipalities of Ontario
 Ontario, CAN



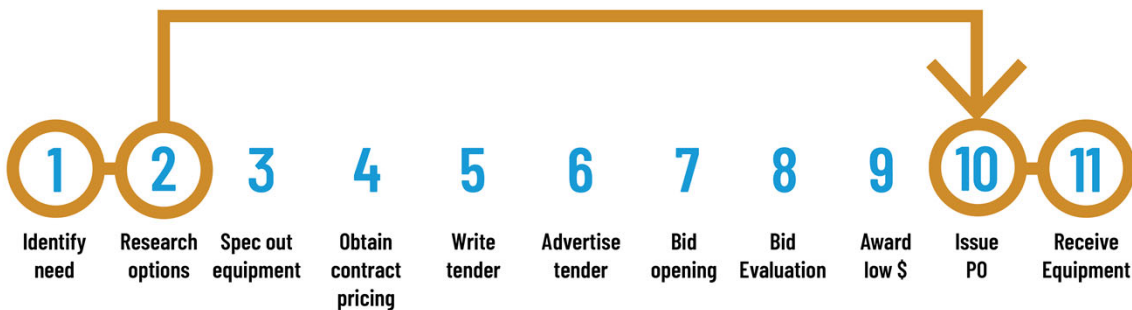
Ambulance and Emergency Medical Service Vehicles
 Association of Municipalities of Ontario
 Canada



Public Utility Equipment with Related Accessories and Supplies
 Association of Municipalities of Ontario
 Canada



TRADITIONAL VS. COOPERATIVE PROCUREMENT



Programs



Culverts Program

Bridging quality and affordability.

Program Benefits

- ❖ High-quality, practical solutions for a wide range of construction needs
- ❖ Reduced fluctuations and advanced notice of price changes in the industry
- ❖ Flexible delivery options including self pickup and direct or third-party shipping
- ❖ Set price product discounts





Tire Program

Keep your municipality running Smoothly.

Program Benefits

- ❖ National account pricing, direct from Michelin and Goodyear
- ❖ Expansive brand options through Kal Tire and Tirecraft
- ❖ Retread options available
- ❖ Additional services:
 - Tire tracking
 - Staff education opportunities



Office Supplies Program

All your office needs. All in one place.

Program Benefits

- ❖ Transparent and consistent pricing
- ❖ Reduced administrative hassle
- ❖ Fast and simple ordering via online portal
- ❖ Free next day delivery on orders over \$50
- ❖ Full service business supply, including office products, furniture, PPE, and more
- ❖ Free cost analysis





Auto Parts Program

Essential parts for your success.

- ❖ Access to wide range of auto part products and services for trucks, industrial vehicles, agriculture equipment, marine vehicles, etc.
- ❖ 24-hour delivery
- ❖ Technical training and shop management training
- ❖ Preferred pricing



Fleet Upfitting Program

Build your fleet to work as hard as you do.

Program Benefits

- ❖ Full suite of fleet upfitting products, aftermarket accessories, install and service
- ❖ Can be used for all types of fleet vehicles
 - Trucks (large and small)
 - Peace officer vehicles
 - Utility vehicles





Traffic Supplies Program

Run smoothly. Run economically.

Program Benefits

- ❖ Full catalogue of standard and custom traffic signage solutions
 - LED
 - Solar
 - Thermoplastic pavement markings
- ❖ Transparent and consistent pricing
- ❖ No minimums
- ❖ Reduced administrative hassle



Geospatial Program

When accuracy is your job, you need the best.

Program Benefits

- ❖ Vast catalogue of geospatial measurement and survey equipment
- ❖ Transparent and consistent pricing





Electrical Supply Program

Add some spart to your next project.

Program Benefits

- ❖ Access to wide range of products and services
- ❖ Electrical wire, connectors, interior automation, smart home devices, etc.
- ❖ Set price product discounts



Contract Established Q1, 2019

MRO Supplies

Program Benefits

- ❖ Vast catalogue of category discounted items
- ❖ Transparent and consistent pricing



Capital Purchasing Program

NAVISTAR

TEREX

Pierce

KENWORTH

MAXI
FIRE TRUCK

CATERPILLAR®

CASE II
AGRICULTURE

S
SCHULTE

MONROE
TRUCK EQUIPMENT

JOHN DEERE

GovDeals.8
2.1 Inciridku Camionae Markatolara

United
Rentals
LENGH SAFETY

VOLVO

rosenbauer

- ❖ Canoe posts the RFP solicitation concurrently with Sourcewell
- ❖ Sourcewell has over 50,000 members
- ❖ Contract number will be provided on every quote, PO and final invoice
- ❖ Best value contracts
- ❖ Trade-ins are available for additional discounts
- ❖ Warranties are in place the same, as if you tendered yourself
- ❖ Supplier contracts in any category can be compared

 **canoe**
procurement group of canada

Sourcewell 
Formerly NJPA

QUESTIONS?

COUNTY OF RENFREW**ADMINISTRATION DEPARTMENT REPORT**

TO: Finance and Administration Committee

FROM: Craig Kelley, Chief Administrative Officer/Clerk

DATE: May 18, 2023

SUBJECT: Department Report

INFORMATION**1. Communications**

Our Media Relations and Social Media Coordinator, Tina Peplinskie, commenced employment with the County of Renfrew in mid-April 2022. She previously reported to the Finance and Administration Committee in September 2022. Since then, she has written and prepared 16 media releases on County-related topics, and reviewed and distributed an additional 10 releases which were prepared by other departments. Topics of the releases have ranged from the funding announcement for the Renfrew County Virtual Triage and Assessment Centre, Renfrew County Day at Queen's Park, the Inaugural Session of County Council, Warden's Community Service Awards, County of Renfrew budget and Strategic Plan approvals, and Renfrew County's declaration of Intimate Partner Violence as an epidemic.

In early 2023, Ms. Peplinskie was heavily involved with the Marketing and Communications Committee of the Renfrew County 2023 Ontario Winter Games. She prepared eight media releases in relation to the Games and distributed an additional six releases prepared by other members of the Committee. She attended a number of events to take photographs and gather information for the media releases. She was also involved in social media posts on the OWG social media channels and had the extra challenge of dealing with computer bots continually setting up fake accounts throughout the Games.

On the social media side of things, she continues to aim for daily social media posts on Facebook, Instagram and Twitter. In some instances, it is more when sharing posts from other divisions within the Corporation with their own pages (shares cannot be scheduled so they are done at different times of the day).

Social media posts include highlighting committee and council meeting dates, including sharing YouTube links to the meetings; employment opportunity posts, which are well received and shared widely; progress of Public Works projects including traffic disruptions and available funding programs through the Community Services Department.

Another aspect of Ms. Peplinskie’s position is serving as emergency information officer. In this regard, she prepared Significant Weather Event Public Service Announcements and social media posts throughout the winter and this spring she has been involved in the weekly Spring Freshet calls and distribution of bulletins in relation to the spring freshet and flooding. In both cases, this information was well shared by local municipalities. This information sharing is meant to solidify the County of Renfrew’s position as a trusted source for information during emergencies.

Thanks to excellent training from Shawn Behnke, Ms. Peplinskie is now responsible for the production of monthly committee meetings through the video communications system in council chambers. His assistance with County Council meetings continues.

Social media metrics (April 14, 2022 – April 14, 2023)

PLATFORM	REACH	FOLLOWERS	CHANGE	VISITS
Facebook	244,161 (+116.6%)	4.8 K	+816	19,942 (+240.6%)
Instagram	3,279 (+52.6%)	1,195	-100	940 (+29.1%)
Twitter (impressions)	272.9 K	2,369	+175	Avg 1,900 per month

Facebook Reach – The number of [Accounts Center accounts](#) that saw any content from your Page or about your Page, including posts, stories, ads, social information from Accounts Center accounts that interact with your Page and more.

Instagram Reach – The number of unique accounts that saw any of your posts or stories at least once.

Twitter Impressions – Times a user is served a Tweet in timeline or search results. For all platforms the goal is still to do daily posts. In some instances, it is more when sharing posts from other divisions within the Corporation with their own pages (shares cannot be scheduled so they are done at different times of the day).

Facebook most popular posts:

- May 22, 2022 – Clean up from storm (17.5 K reach)
- February 1, 2023 – Poster about opening of 2023 Ontario Winter Games (17.1 K reach)
- March 24, 2023 – RC VTAC funding announcement (16.2 K reach)
- July 23, 2022 – Green light for volunteer firefighters (12K reach)
- April 13, 2023 – PSA about water level at Kelly Lake Creek at CR 58 (11.1K reach)
- July 8, 2022 – Rogers outage (9.9 K reach)
- June 16, 2022 – Tornado watch (9.3 K reach)

Top Tweets:

- January – video of Public Works and Engineering Director Lee Perkins talking about Significant Weather Event
- February – Eganville Leader article on retirement of Paramedic Commander John Godin
- March – RC VTAC funding announcement
- April – Paramedic hiring post

YouTube Statistics (April 14, 2022 – April 14, 2023)

- Total views – 11,689 (10,487 or 89.7% not subscribed, 1,202 or 10.3 % subscribed)
- Watch time (hours) – 2,496 (2,149.6 or 86.1% not subscribed, 346.8 or 13.9% subscribed)
- Average view duration – 12:48 (12:17 not subscribed, 17:18 subscribed)
- Impressions – 279,138

In the 90-day period from February 10 to May 10, 2023, there was increased viewership on the County's YouTube channel:

- Views – 3.0 K (75% more than the previous 90 days)
- Impressions – 74.1 K (117% more than the previous 90 days)
- Average view duration: 19:28 (longest 54:30 on March 19, 2023)
- Highest daily views during this period – April 26, 2023 (two special committee meetings and County Council).

Location of Views

- Pembroke – 1,097 (9.4%)
- Renfrew – 93 (0.8%)
- Petawawa – 14 (0.1%)
- Deep River – 12 (0.1%).

2. Management Training

On Tuesday, May 10, 2023, County of Renfrew Directors, Managers and Supervisors attended a professional training session facilitated by Dr. JP Gedeon on the Art of Transformative Leadership. As presented in February, the County completed an employee engagement survey in the Fall of 2022, where management training was identified as a significant theme amongst staff. Dr. Gedeon focused the full-day session on teaching the fundamentals of how successful leaders can begin to enact change with their teams, the workforce, and the culture of our organization through a Model of Transformative Leadership. By providing a series of tools, practices, and behaviours, the combined management team looks forward to shaping the relationships within the County in our post-pandemic workplace.

The County of Renfrew strategic plan 2023-2026 identifies Workforce Development as a key goal; this training fits within the objectives of achieving this goal.

3. **Bonnechere Manor Portable Phone Replacement Request for Proposal**

Bonnechere Manor issued a Request for Proposal (RFP) BM-2023-01.1 for the replacement of a portable phone system. The Health Committee will be recommending that County Council approve that the project be awarded to Cintel, Ottawa, ON as per the County of Renfrew GA-01 Procurement of Goods and Services Policy, Section 20.7, for a total price of \$198,963.62 inclusive of HST with \$180,000 approved in the Bonnechere Manor 2023 Capital Budget. There will be a reallocation of \$9,000 in the surplus Capital Budget from the roofing project, along with the reduction in the scope of the \$30,000 Sprinkler Capital project of \$9,963.62 to fully cover the cost difference.

4. **Bonnechere Manor 100LB Commercial Laundry Washer**

Approved through the 2023 Capital Budget for Bonnechere Manor was the supply and installation of a 100lb Commercial Washer Request for Quotation (RFQ) at a cost of \$30,000. As per the County of Renfrew GA-01 Procurement of Goods and Services Policy, Section 9.2, two written quotes were received and the Health Committee will be recommending that the lowest quotation price of \$44,177.35 from Dalex Commercial Laundry System, Concord, ON be approved reallocating the unbudgeted amount from the unused Capital Budget from the roofing project.

RESOLUTIONS

5. **AMO Delegation Requests**

Recommendation: THAT the Finance and Administration Committee recommend that County Council approve the following submission for delegation requests for the Association of Municipalities Ontario Conference with the appropriate Ministers:

- Solicitor General – To discuss the financial challenges with respect to changes in the Provincial Offences Act policies
- Minister of Municipal Affairs – A discussion and request to continue funding the Municipal Modernization Fund to address challenges and opportunities related to the shift in workplace demands resulting from a post-pandemic workplace/workforce.

Background

The Association of Municipalities Ontario (AMO) 2022 Annual General Meeting and Conference is scheduled for August 20 to 23, 2023 in London. Municipalities across the province have an opportunity to meet with Provincial Ministers and Parliamentary Assistants at the conference to discuss specific issues. The deadline for submissions is Friday, June 9.

The following additional delegation requests will be reviewed by the respective committees this week:

Health Committee

Minister of Long-Term Care

- to address the County of Renfrew concerns with the current model of Case Mix Index (CMI) funding.

Minister of Health and/or Premier

- Sustainable Funding for RC VTAC
- For the Province to fund all WSIB presumptive claim related costs - move from 50/50 to 100% funding model.

Minister of Long-Term Care

- Sustainable Funding for Community Paramedicine and support for regulatory reform of the Ambulance Act and establishing Paramedics in the Regulated Health Professions Act.

Minister of Colleges and Universities

- To address the paramedic shortage in Ontario.

Community Services

Minister of Children, Community and Social Services (MCSS)

- Advocate for a funding review of social assistance programs that have a tremendous impact on our resources in 2024 and beyond;

Minister of Education

- Advocate for a greater emphasis on rural child care spaces, including a review of the workforce crisis in rural areas;

Minister of Municipal Affairs and Housing (MMAH)

- Funding design and policy should transparently and easily allow for the stacking of multiple types of funding and years of funding (the multiple funding guides between MMAH and Canada Mortgage and Housing Corporation (CMHC) do not line up).

Operations Committee

Ministry of Infrastructure

- Discuss funding opportunities for County Road 51 (Petawawa Boulevard).

Development and Property Committee

- Minister of Natural Resources/Minister of Municipal Affairs and Housing to address the issues of accurate and current flood mapping for the major rivers and tributaries in the region

6. **Business Case – Administrative Assistant III**

Recommendation: THAT Finance and Administration Committee recommend that County Council approve that the Health Committee administrative duties be returned to the Long-Term Care and Emergency Service Administrative Assistants consistent with duties assigned prior to August 2021. AND FURTHER THAT the Long-Term Care Homes and Emergency Services Administrative Assistant II positions be reclassified to Administrative Assistant III positions consistent with the Gallagher Report ratings and Employment By-law #1, Non-Union Staff Salary Grid.

Background

From 2004 to 2021, there were three Administrative Assistants sharing Health Committee administrative duties, one for each of the two long-term care homes and one from Emergency Services. Committee may recall that June 2021, a pilot project commenced with the Community Services Administrative Assistant assuming all Health Committee administrative duties along with the Renfrew County Housing Corporation and Community Services Committee duties to ensure consistency of reporting.

Following this, the Gallagher Report provided an assessment of position duties and based upon current job duties, it was determined that the two Administrative Assistants previously responsible for minute taking duties for Health Committee would be classified in an Administrative Assistant II position, while Administrative Assistants with minute taking duties would be reclassified to an Administrative Assistant III position.

In support of greater ability to optimize workflow, focused departmental and committee support, staff recommend that minute taking and report assembly duties return to a shared model for Health Committee utilizing Long Term Care and Emergency Services Administrative Assistants III as per the Business Case attached as Appendix I.

7. **County Council – Change of Meeting Date**

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the date for the June regular meeting of County Council be changed to June 22, 2023 at 10:00 a.m.

Background

County Procedural By-law 85-10 as amended, Part III, Sec. 5, addresses the time/date of Regular Meetings as “The regular meetings of Council will be held on the last Wednesday of every month, at 10:00 a.m., or at such other time as may from time to time be determined by resolution of Council or by the Presiding Officer.”

Due to a significant conflict that would result in the absence of our Warden, the Chief Administrative Officer/Clerk has been approached by the Warden, in the role of Presiding Officer of the meeting of Council, with a request for a change of date of the June regular meeting of Council from June 28 to Thursday, June 22, 2023 at 10:00 a.m. Appropriate notice shall be given to the public according to Section 84 of the Procedural By-law.

8. Ottawa Valley Ontario Health Team Reserve

Recommendation: THAT the Finance and Administration Committee recommend that County Council approve that the amount of \$145,562.50 be transferred to the Ottawa Valley Ontario Health Team (OVOHT) Reserve for use of the OVOHT Steering Committee consistent with the provisions outlined in the Transfer Payment Agreement.

Background

In March 2022, County Council authorized the County of Renfrew to sign an Ontario Transfer Payment Agreement with the Province for the Ottawa Valley Ontario Health Team (OVOHT) whereby, the Province has provided a provincial subsidy from October 2021 to March 2023 to the Ottawa Valley Ontario Health Team to be administered through the County of Renfrew. In April 2022, County Council approved the establishment of the OVOHT Reserve and allocated \$65,000 to this reserve. The OVOHT has accepted the 2022/2023 year-end financial report, which includes \$170,000 of administration fees and has requested that the County of Renfrew transfer \$145,562.50 of these administration fees to be transferred to the OVOHT reserve and retain these funds for use in the event the OVOHT exceeds its funding allocation in the future.



BUSINESS CASE - STAFFING REPORT

Date: May 17, 2023

Department: Long-Term Care Homes, Emergency Services

Report Prepared by: Mike Blackmore, DLTC, Chief Mike Nolan,
Emergency Services

<p>Proposal</p>	<p>That the Health Committee consider the redistribution of the Health Committee duties from the Community Services Administrative Assistant III to be shared between the Long-Term Care Homes Administrative Assistant II and the Emergency Services Administrative Assistant II which was the practice prior to August 2021; And that the Long-Term Care Homes Administrative Assistant II and the Emergency Services Administrative Assistant II positions be reclassified to Administrative Assistant III as per the Employment By-law #1, Non-Union Staff Salary Grid.</p>
<p>Positions Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/></p>	<p>Administrative Assistant II, Long-Term Care and Emergency Services</p>
<p>Summary Background Discussion</p>	<p>Background From 2004 to 2021, there were three Administrative Assistants sharing Health Committee administrative duties, one from each of the two long-term care homes and one from Emergency Services. Committee may recall that June 2021, the Community Services Administrative Assistant assumed all Health Committee duties along with the Renfrew County Housing Corporation & Community Services Committee duties to ensure consistency of reporting.</p> <p>An assessment of duties rating for all County of Renfrew non-union positions was undertaken and summarized per the Gallagher Report. The subsequent removal of Committee responsibility for the Long-Term Care and Emergency Services Administrative Assistants resulted in a reclassification from Administrative Assistant II to Administrative Assistant III.</p> <p>Discussion It is supported that a return to a shared model of Health Committee responsibility (minute taking and report assembly duties) would benefit efforts to balance workload as well as optimize workflow and more focused departmental and committee support.</p>

Recommendation	THAT the Health Committee recommend that County Council approve of the Administrative Assistant II position for the Long-Term Care Homes and the Administrative Assistant II Emergency Services be reclassified to Administrative Assistant III with the shared responsibility for Health Committee duties effective July 30, 2023; AND FURTHER THAT this position be funded in Group 5, Step 5 of the County of Renfrew Employment By-law #1, Non-Union Staff Salary Grid.								
Financial Considerations	<table data-bbox="583 321 2028 560"> <tr> <td data-bbox="583 321 1234 365">Administrative Assistant II (Group 3, step 5)</td> <td data-bbox="1234 321 1367 365">\$59,514</td> </tr> <tr> <td data-bbox="583 365 1234 409">Administrative Assistant III (Group 5, Step 5)</td> <td data-bbox="1234 365 1367 409"><u>\$68,650</u></td> </tr> <tr> <td data-bbox="583 409 1234 453">Salary Increase</td> <td data-bbox="1234 409 1367 453">\$ 9,136</td> </tr> <tr> <td colspan="2" data-bbox="583 453 2028 560">Total cost is \$9,136 x 2 positions + 33% benefits = \$24,302. Cost to be absorbed within current operating budget.</td> </tr> </table>	Administrative Assistant II (Group 3, step 5)	\$59,514	Administrative Assistant III (Group 5, Step 5)	<u>\$68,650</u>	Salary Increase	\$ 9,136	Total cost is \$9,136 x 2 positions + 33% benefits = \$24,302. Cost to be absorbed within current operating budget.	
Administrative Assistant II (Group 3, step 5)	\$59,514								
Administrative Assistant III (Group 5, Step 5)	<u>\$68,650</u>								
Salary Increase	\$ 9,136								
Total cost is \$9,136 x 2 positions + 33% benefits = \$24,302. Cost to be absorbed within current operating budget.									

COUNTY OF RENFREW

CORPORATE SERVICES DEPARTMENT REPORT

TO: Finance and Administration Committee

FROM: Jeffrey Foss, Director of Corporate Services

DATE: May 18, 2023

SUBJECT: Department Report

INFORMATION

1. Council Remuneration

Attached as Appendix I is the Treasurer's Statement of Remuneration and Expenses paid to County Council as at March 31, 2023.

2. Treasurer's Report – March 31, 2023

Attached as Appendix II is the March 31, 2023 monthly one-page financial summary, along with the Treasurer's Report for the General Revenue Fund, Bonnechere Manor, Miramichi Lodge, Public Works and Renfrew County Housing Corporation.

3. Provincial Offences Administration Workload

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

Month 2023	Charges Received	Trial Notices Issued	Early Resolution Notices	Payments Processed	Payfines Payments Processed	Number of Files Reviewed	Licence Suspensions	Collection Notices	To Collection Agency
January	588	40	72	365	303	480	82	215	173
February	581	24	44	325	238	384	105	68	122
March	771	48	81	433	387	363	68	127	187
April	726	54	65	352	267	447	89	155	65

4. Provincial Offences Administration Backlog

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

Month 2023	# of Courts Originally Scheduled	# of Courts Cancelled	# Part I Charges in Backlog	Part III New Charges	# Part III Charges in Backlog	Total Backlog Charges	Number of Court Days Required for Backlog	Months to Clear Backlog at Current Rate
Jan	6	2	313	109	907	1,329	55	18
Feb	5	2	297	105	1,042	1,444	60	20
March	7	3	240	114	897	1,251	52	17
April	5	2	169	125	967	1,261	52	17

5. Provincial Offences Administration Charges Received

In January when our Committee overviewed the workload statistics within the Provincial Offences Administration Report, they noted that there was a 13% increase in charges received in 2022 compared to 2021, but charges received were still well below the pre-COVID charges received. Committee also noted that in 2021, the Warden was directed by resolution to send a letter to the Solicitor General regarding the significant decrease in the number of fines being dispensed and have not received a response. Therefore, our Committee adopted the following resolution directing that another letter be sent and attached as Appendix III is a copy of this letter:

“THAT Warden Emon send a letter to The Honourable Michael Kerzner, Solicitor General seeking clarification on the number of fines being dispensed in the County of Renfrew during 2022.”

On April 13, 2023 we received a response letter from Inspector Stephan Neufeld, Detachment Commander, Upper Ottawa Valley Ontario Provincial Police, which is attached as Appendix IV.

6. OMERS Pension Plan – Council Member Overview

At our March 2023 Finance and Administration Committee meeting, staff were directed to investigate what OMERS pension options were available to County Councillors and report back to Committee. Accordingly, attached as Appendix V is the applicable section of the OMERS Manual regarding OMERS membership available to Councillors.

BY-LAWS

7. Corporate Policies and Procedures – Human Resources

Recommendation: THAT the Finance and Administration Committee recommends to County Council that the amended Corporate Policy E-11 Flexible Work Arrangements be approved effective July 1, 2023; 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.

Recommendation: THAT the new Corporate Policy J-06 Return of Service Incentive Program be received in draft, and approved in principle, and that staff be directed to bring the policy back to committee and council for adoption pending a review by legal counsel.

Background

Attached as Appendix VI is the amended By-law 63-03 and the following policies:

a) E-11 Flexible Work Arrangements

In October 2022, under the direction of the Chief Administrative Officer, the Human Resources Division launched an engagement survey to capture the feedback of employees on their current County of Renfrew working experience, with a focus on understanding the organization’s demographical changes, trends, opinions, strengths, and opportunities. One of the themes that emanated from the survey was “alternative work arrangements”. Throughout the development of the Strategic Plan (2023-2026), there were many indications that staffing was a prominent issue that required an increased level of commitment to determining how to manage the future of the workforce at the County of Renfrew. The Senior Leadership Team is now asking Council to consider approving the amended Corporate Policy E-11 Flexible Work Arrangements on a one-year trial basis with the intention that a report will be provided to Council at that time summarizing the merits of the program along with a recommendation regarding continuation. This updated Policy replaces the previous Corporate Policy E-11 – Remote Work Arrangements (Telecommuting) in its entirety.

This updated policy contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

b) J-06 Return of Service Incentive Program

Long-Term Care (LTC) facilities are facing a significant staffing shortage across many regions. This shortage is a result of a combination of factors, including the aging population, an increase in the number of individuals requiring long-term care, workloads, the COVID-19 pandemic, and a lack of available workers. Addressing the staffing shortage at Bonnechere Manor is crucial to ensure residents receive the care and support they need and deserve. Earlier this week the Health Committee

received a report from the Director of Long-Term Care summarizing these challenges.

The purpose of the return of service incentive program policy is to outline the requirements, the timing of payments, the factors in determining the appropriate amount of, and the implementation of the return of service incentive. This policy is being recommended as a one-year pilot. The incentive is a nonrecurring and non-accumulating sum of money which is paid to an employee with the sole objective of incentivizing the employee who is receiving the incentive to accept employment at the entity. This program will be budgeted for using funds from the Safe Restart Agreement.

This new policy also contributes to Strategic Plan Goal #2, Workforce Development, and part of the identified actions to achieve the objectives in 2023.

As this is a significant departure from our common practices, staff is looking to have this further reviewed by legal counsel and will bring back to committee once any changes are contemplated or suggested.

8. **User Fee By-law and Schedule**

Recommendation: THAT the Finance and Administration Committee recommends to County Council that a revised By-law to Establish and Require Payment of User Fees and Charges be adopted; AND FURTHER THAT the previous User Fee By-law 25-21 be repealed.

Background

As part of our annual budget process, a review is made of the County of Renfrew User Fee By-law and Schedule. Attached as Appendix VII is the User Fee By-law in bold and strike through highlighting the following changes:

Corporate Services - Provincial Offences - Remove the separate line item for the Prosecutor hourly rate to align with other technical rates at the County of Renfrew as this position has been changed to an employee of the County of Renfrew, not a contracted service as approved at the 2023 Budget Workshop.

Corporate Services – Information Technology - Remove the Information Technology Training Sessions due to retirements and position changes approved at the 2023 Budget Workshop.

Emergency Services - Paramedic Service - Health Committee approved the increase in the cost of deploying a Paramedic crew for a special event to reflect the increase in staff salaries, supplies and fuel; this fee has not been increased since 2018.

Public Works – At the March session, County Council approved 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 pertained to existing and future private advertising signage placed within a County Road

allowance. At the April session, County Council approved a change in the fee structure for private advertising signage within a County Road allowance. This change in fee structure requires 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, as well as ensuring all roads have the same fee structure. This change in fee structure must now be reflected in the User Fee By-law.

Bonnechere Manor - Health Committee approved an increase to the Bonnechere Manor Senior Adult Day Program full day rate, the removal of the half day rate and bath only rate. This is the first increase to the full day program rate in 12 years and would help offset the increase in food and transportation charges.

Service	Current Fee	Proposed Fee
Provincial Offences Prosecution Fees — for any hour or part thereof	65.00	Remove
Information Technology Information Technology Training Sessions	65.00 — 150.00 per user, per session	Remove
Paramedic Service Special Events — 4 hour minimum	200.00	225.00
Public Works Field advertising signs — resort areas — Annual Field advertising signs — other areas — Annual Field advertising signs — all areas — 3-Year Term	200.00 150.00	450.00
Bonnechere Manor <u>Day Program</u> - full day attendance rate - bath while attending day program — one half day attendance rate - bath only clients	20.00 10.00 15.00 15.00	25.00 No Change Remove Remove

There were no further changes recommended by any other departments to the User-Fee By-law for 2023.

MARCH 31, 2023

Breakdown of Treasurer's Statement of Remuneration and Expenses Paid to County Council

To the Warden and Members of the Renfrew County Council:

The following is an itemized statement of remuneration and expenses paid to, and on behalf of each member of Renfrew County Council.

Name	Payroll				Payroll & Accounts Payable	Payroll & Accounts Payable	Accounts Payable		TOTAL
	Salary	ADHOC Per Diem	Mileage	Expenses	FCM AMO Advocacy / Delegations	CONVENTION Expenses	ADHOC Expenses	OTHER Expenses	
Bennett, David	2,684.34	0.00	340.00	0.00	0.00	0.00	0.00	0.00	3,024.34
Brose, James	3,047.50	0.00	272.00	0.00	0.00	3,367.19	0.00	0.00	6,686.69
Doncaster, Glenn	3,047.50	0.00	408.00	0.00	0.00	2,084.84	0.00	0.00	5,540.34
Donohue, Michael	3,047.50	527.00	530.40	0.00	0.00	3,101.85	0.00	0.00	7,206.75
Emon, Peter	11,060.84	0.00	0.00	0.00	834.43	0.00	0.00	9,518.18	21,413.45
Giardini, Anne	3,047.50	0.00	628.32	0.00	0.00	0.00	0.00	0.00	3,675.82
Grills, Deborah	2,743.67	284.00	701.76	0.00	0.00	0.00	0.00	0.00	3,729.43
Jahn, Valerie	2,684.34	41.00	428.40	0.00	0.00	0.00	0.00	0.00	3,153.74
Lynch, Daniel	2,684.34	41.00	648.72	0.00	0.00	0.00	0.00	0.00	3,374.06
MacKenzie, Mark	2,684.34	243.00	620.16	0.00	0.00	0.00	0.00	0.00	3,547.50
Mayville, David	2,684.34	41.00	665.50	0.00	0.00	1,520.21	0.00	0.00	4,911.05
Murphy, Jennifer	3,047.50	41.00	456.96	0.00	834.43	0.00	0.00	0.00	4,379.89
Nicholson, Neil	2,684.34	0.00	269.28	0.00	0.00	1,520.21	0.00	0.00	4,473.83
Serviss, Gary	2,684.34	0.00	174.08	0.00	0.00	0.00	0.00	0.00	2,858.42
Watt, Keith	2,684.34	41.00	32.64	0.00	0.00	0.00	0.00	0.00	2,757.98
Weir, Robert	2,684.34	243.00	1,096.16	0.00	0.00	1,482.11	0.00	0.00	5,505.61
Willmer, Mark	2,684.34	284.00	859.52	0.00	0.00	0.00	0.00	0.00	3,827.86
TOTAL	\$ 55,885.41	\$ 1,786.00	\$ 8,131.90	\$ -	\$ 1,668.86	\$ 13,076.41	\$ -	\$ 9,518.18	\$ 90,066.76

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

1

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
PUBLIC WORKS	3,475,685.87	3,947,699.00	(472,013.13)	10,216,019.00
Operations Committee	3,475,685.87	3,947,699.00	(472,013.13)	10,216,019.00
PROPERTY - Pembroke Admin	100,952.07	59,508.00	41,444.07	88,576.00
PROPERTY - Renfrew County Place	(93,197.85)	(55,281.00)	(37,916.85)	(222,808.00)
PROPERTY - Base Stations	(46,034.26)	(41,145.00)	(4,889.26)	0.00
PROPERTY - Arnprior Office	(13,535.03)	(18,345.00)	4,809.97	0.00
PROPERTY - Renfrew OPP	48,415.69	95,142.00	(46,726.31)	0.00
FORESTRY DEPT.	(169,125.47)	31,468.00	(200,593.47)	76,777.00
GIS	47,994.80	56,300.00	(8,305.20)	209,880.00
ECONOMIC DEVELOPMENT	73,906.83	114,432.00	(40,525.17)	455,029.00
ENTERPRISE CENTRE	7,108.53	6,090.00	1,018.53	28,055.00
OTTAWA VALLEY TOURIST ASSOCIATION	72,175.87	77,270.00	(5,094.13)	290,275.00
PLANNING DEPARTMENT	160,514.70	216,377.00	(55,862.30)	786,947.00
Development & Property Committee	189,175.88	541,816.00	(352,640.12)	1,712,731.00
BONNECHERE MANOR	378,044.52	378,045.00	(0.48)	1,512,178.00
MIRAMICHI LODGE	316,456.50	316,455.00	1.50	1,265,826.00
OTHER LONG TERM CARE	23,254.86	23,739.00	(484.14)	94,950.00
HEALTH SERVICES	433,322.25	441,990.00	(8,667.75)	1,767,955.00
OTTAWA VALLEY OHT	(0.17)	6,870.00	(6,870.17)	0.00
PARAMEDIC - 911	2,553,502.63	2,674,189.00	(120,686.37)	9,958,889.00
PARAMEDIC - OTHER	(79.57)	21,738.00	(21,817.57)	0.00
EMERGENCY MANAGEMENT	71,078.62	87,384.00	(16,305.38)	179,532.00
Health Committee	3,775,579.64	3,950,410.00	(174,830.36)	14,779,330.00
ONTARIO WORKS	554,659.45	315,317.00	239,342.45	1,347,203.00
CHILD CARE	123,901.65	160,370.00	(36,468.35)	448,793.00
COMMUNITY HOUSING	1,389,372.99	1,355,391.00	33,981.99	5,183,055.00
Community Services Committee	2,067,934.09	1,831,078.00	236,856.09	6,979,051.00
MEMBERS OF COUNCIL	114,001.97	109,392.00	4,609.97	613,829.00
GENERAL - ADMINISTRATION	275,839.33	305,735.00	(29,895.67)	989,774.00
INFORMATION TECHNOLOGY	85,774.65	146,563.00	(60,788.35)	536,587.00
HUMAN RESOURCES DEPARTMENT	108,182.29	80,593.00	27,589.29	259,687.00
Publicity/Public Relations	0.00	3,750.00	(3,750.00)	15,000.00
AGRICULTURE & REFORESTATION	1,519.67	5,001.00	(3,481.33)	20,000.00
PROVINCIAL OFFENCES ADMINISTRATION	(14,099.72)	(111,477.00)	97,377.28	(488,350.00)
PROPERTY ASSESSMENT	770,207.42	770,206.00	1.42	1,540,414.00
FINANCIAL EXPENSE	(17,865.18)	75,000.00	(92,865.18)	20,028,594.00
Finance & Administration Committee	1,323,560.43	1,384,763.00	(61,202.57)	23,515,535.00
Total Net Expenses	10,831,935.91	11,655,766.00	(823,830.09)	57,202,666.00
County Levy	12,635,096.00	13,223,474.00	(588,378.00)	52,893,896.00
Other Revenue	448,174.01	162,501.00	285,673.01	4,308,770.00
Total Revenue	13,083,270.01	13,385,975.00	(302,704.99)	57,202,666.00
Municipal Surplus / (Deficit)	2,251,334.10	1,730,209.00	521,125.10	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

1

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>MEMBERS OF COUNCIL</u>	<u>114,001.97</u>	<u>109,392.00</u>	<u>4,609.97</u>	<u>613,829.00</u>
Warden's Salary & Per Diem	11,060.84	13,492.00	(2,431.16)	80,952.00
Council - Salaries	44,824.57	45,624.00	(799.43)	273,745.00
Councillor Ad Hoc Meeting per Diem	1,786.00	4,860.00	(3,074.00)	29,160.00
CPP,UIC,Employer Health Tax	3,423.51	4,312.00	(888.49)	25,872.00
Councillor Benefits - EHC/Dental	11,934.72	13,038.00	(1,103.28)	78,223.00
Councillor Group Insurance	1,190.00	1,280.00	(90.00)	7,677.00
Ad Hoc Meeting Expenses	0.00	0.00	0.00	0.00
Advocacy	320.00	5,000.00	(4,680.00)	30,000.00
AMO Board Expenses	1,668.86	1,666.00	2.86	10,000.00
Computer Supplies	0.00	1,251.00	(1,251.00)	5,000.00
Council - Conventions	13,076.41	7,500.00	5,576.41	30,000.00
Council - Mileage	8,131.90	5,834.00	2,297.90	35,000.00
Councillor Liability Insurance	10,775.91	10,200.00	575.91	10,200.00
FCM Board Expenses	0.00	1,666.00	(1,666.00)	10,000.00
EOWC Meetings	0.00	0.00	0.00	0.00
Hospitality	5,122.65	5,001.00	121.65	20,000.00
Legal	0.00	501.00	(501.00)	2,000.00
Office Supplies	0.00	1,251.00	(1,251.00)	5,000.00
Publicity	7,284.93	1,500.00	5,784.93	6,000.00
Recoveries - County	(16,250.01)	(16,250.00)	(0.01)	(65,000.00)
Recoveries - Federal	(753.32)	0.00	(753.32)	0.00
Recoveries - Other	0.00	0.00	0.00	0.00
Special Projects	886.82	0.00	886.82	0.00
Warden's Expenses	9,518.18	1,666.00	7,852.18	10,000.00
Warden's Banquet Expense	0.00	0.00	0.00	10,000.00
<u>GENERAL - ADMINISTRATION</u>	<u>275,839.33</u>	<u>305,735.00</u>	<u>(29,895.67)</u>	<u>989,774.00</u>
Salaries	342,877.70	338,157.00	4,720.70	1,256,014.00
Employee Benefits	110,654.49	99,914.00	10,740.49	371,110.00
Bank Charges - Moneris	1,400.38	576.00	824.38	2,300.00
Computer Maintenance	8,131.73	11,250.00	(3,118.27)	45,000.00
Conferences & Conventions	1,501.05	1,251.00	250.05	5,000.00
Depreciation	410.34	399.00	11.34	1,600.00
General Legal & Audit	11,101.63	6,399.00	4,702.63	25,600.00
Membership Fees	11,971.52	36,000.00	(24,028.48)	36,000.00
Office Expense	5,139.66	6,501.00	(1,361.34)	26,000.00
Professional Development	1,322.88	1,251.00	71.88	5,000.00
Recovery - Other Departments	(368,795.59)	(215,088.00)	(153,707.59)	(860,350.00)
Recruitment	0.00	249.00	(249.00)	1,000.00
Revenue - Provincial	0.00	0.00	0.00	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Special Projects - EOWC	933.30	5,025.00	(4,091.70)	20,100.00
Special Projects	480.00	7,500.00	(7,020.00)	30,000.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(410.34)	(399.00)	(11.34)	(1,600.00)
Surplus Adjustment - TRF to Reserves	145,562.50	0.00	145,562.50	0.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Telephone	1,708.11	1,251.00	457.11	5,000.00
Travel	1,849.97	5,499.00	(3,649.03)	22,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PROPERTY - Pembroke Admin</u>	<u>100,952.07</u>	<u>59,508.00</u>	<u>41,444.07</u>	<u>88,576.00</u>
Salaries	41,482.00	45,503.00	(4,021.00)	169,011.00
Employee Benefits	14,438.65	13,674.00	764.65	50,787.00
Advertising	0.00	249.00	(249.00)	1,000.00
Capital - under threshold	0.00	0.00	0.00	0.00
Depreciation	105,577.65	102,000.00	3,577.65	408,000.00
Elevator Maintenance	1,705.57	1,986.00	(280.43)	7,949.00
Garbage Disposal	1,167.10	1,590.00	(422.90)	6,355.00
Grounds keeping	1,291.12	1,440.00	(148.88)	5,764.00
Insurance	52,556.83	44,182.00	8,374.83	44,182.00
Janitorial Contract	34,679.66	22,275.00	12,404.66	89,100.00
Legal	0.00	501.00	(501.00)	2,000.00
Lights, Heat & Power	42,896.34	31,518.00	11,378.34	126,075.00
Mechanical	2,690.53	5,499.00	(2,808.47)	22,000.00
Memberships/Subscriptions	482.34	375.00	107.34	1,500.00
Miscellaneous	1,050.30	699.00	351.30	2,800.00
Office Supplies	2,327.76	4,467.00	(2,139.24)	17,860.00
Professional Development	0.00	1,251.00	(1,251.00)	5,000.00
Recoveries - County	(128,447.49)	(131,532.00)	3,084.51	(526,130.00)
Recoveries - Other	0.00	(14,751.00)	14,751.00	(59,000.00)
Recruitment	0.00	189.00	(189.00)	750.00
Repairs & Maintenance	3,753.12	11,250.00	(7,496.88)	45,000.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security & Monitoring	473.39	1,569.00	(1,095.61)	6,273.00
Special Projects	0.00	9,999.00	(9,999.00)	40,000.00
Surplus Adjustment - Capital	26,068.48	78,000.00	(51,931.52)	312,000.00
Surplus Adjustment - Depreciation	(105,577.65)	(102,000.00)	(3,577.65)	(408,000.00)
Surplus Adjustment - TRF from Reserves	0.00	(73,251.00)	73,251.00	(293,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Telephone	713.63	750.00	(36.37)	3,000.00
Travel	299.86	1,200.00	(900.14)	4,800.00
Vehicle Expenses	1,322.88	876.00	446.88	3,500.00
<u>PROPERTY - Renfrew County Place</u>	<u>(93,197.85)</u>	<u>(55,281.00)</u>	<u>(37,916.85)</u>	<u>(222,808.00)</u>
Salaries & Benefits	20,161.98	23,699.00	(3,537.02)	88,027.00
Capital - Under Threshold	0.00	0.00	0.00	0.00
Depreciation	52,849.77	52,500.00	349.77	210,000.00
Elevator Maintenance	1,068.48	1,782.00	(713.52)	7,122.00
Garbage Removal	691.96	999.00	(307.04)	4,001.00
Grounds keeping	12,838.70	8,001.00	4,837.70	32,000.00
Insurance	23,339.93	19,495.00	3,844.93	19,495.00
Insurance Claim Costs	0.00	0.00	0.00	0.00
Janitorial Contract	610.56	16,575.00	(15,964.44)	66,300.00
Lease Revenue- Outside	(95,958.95)	(84,240.00)	(11,718.95)	(336,954.00)
Lights, Heat & Power	17,447.90	24,345.00	(6,897.10)	97,375.00
Mechanical	8,409.78	4,371.00	4,038.78	17,478.00
Miscellaneous	0.00	1,263.00	(1,263.00)	5,046.00
Municipal Taxes	0.00	4,450.00	(4,450.00)	17,800.00
Office Supplies / Admin Costs	5,009.51	1,782.00	3,227.51	7,137.00
Recoveries - County	(84,947.49)	(84,948.00)	0.51	(339,790.00)
Recoveries - Outside	(4,590.45)	(4,450.00)	(140.45)	(17,800.00)
Repairs & Maintenance	2,720.24	10,089.00	(7,368.76)	40,356.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security & Monitoring	0.00	1,506.00	(1,506.00)	6,029.00
Surplus Adjustment - Capital	0.00	262,299.00	(262,299.00)	1,049,200.00
Surplus Adjustment - Depreciation	(52,849.77)	(52,500.00)	(349.77)	(210,000.00)
Surplus Adjustment - TRF from Reserves	0.00	(262,299.00)	262,299.00	(1,049,200.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	63,570.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PROPERTY - Base Stations</u>	<u>(46,034.26)</u>	<u>(41,145.00)</u>	<u>(4,889.26)</u>	<u>0.00</u>
BLDG - Repairs & Maint	1,388.51	11,268.00	(9,879.49)	45,051.00
Capital Under Threshold	0.00	0.00	0.00	0.00
Depreciation	15,430.56	15,600.00	(169.44)	62,400.00
Grounds keeping	22,128.90	11,745.00	10,383.90	46,979.00
Internal Charges	0.00	0.00	0.00	2,904.00
Janitorial Contract	5,070.70	8,292.00	(3,221.30)	33,173.00
Lights, Heat & Power	10,226.06	9,303.00	923.06	37,208.00
Mechanical	0.00	1,248.00	(1,248.00)	5,000.00
Misc. - Building Expenses	0.00	1,848.00	(1,848.00)	7,346.00
Recoveries - County	(84,848.43)	(84,849.00)	0.57	(339,394.00)
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	0.00	11,898.00	(11,898.00)	47,600.00
Surplus Adjustment - Depreciation	(15,430.56)	(15,600.00)	169.44	(62,400.00)
Surplus Adjustment - TRF from Reserves	0.00	(11,898.00)	11,898.00	(47,600.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	161,733.00
<u>PROPERTY - Arnprior Office</u>	<u>(13,535.03)</u>	<u>(18,345.00)</u>	<u>4,809.97</u>	<u>0.00</u>
Bldg. - Repairs & Maintenance	0.00	330.00	(330.00)	1,322.00
Capital Under Threshold	0.00	0.00	0.00	0.00
COVID	0.00	0.00	0.00	0.00
Depreciation	9,610.05	9,600.00	10.05	38,400.00
Grounds keeping	5,159.74	1,032.00	4,127.74	4,124.00
Insurance	3,757.58	3,330.00	427.58	3,330.00
Janitorial Contract	9,473.83	7,500.00	1,973.83	30,000.00
Legal	0.00	0.00	0.00	0.00
Lights, Heat & Power	3,028.56	3,396.00	(367.44)	13,580.00
Mechanical	0.00	513.00	(513.00)	2,050.00
Misc. Bldg. Other	0.00	126.00	(126.00)	500.00
Recoverable County	(34,954.74)	(34,956.00)	1.26	(139,819.00)
Recovery - Outside	0.00	0.00	0.00	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Security	0.00	384.00	(384.00)	1,538.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(9,610.05)	(9,600.00)	(10.05)	(38,400.00)
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	83,375.00
<u>PROPERTY - Renfrew OPP</u>	<u>48,415.69</u>	<u>95,142.00</u>	<u>(46,726.31)</u>	<u>0.00</u>
Salaries / Benefits	11,264.92	7,767.00	3,497.92	28,849.00
Capital Under Threshold	0.00	0.00	0.00	0.00
Depreciation	28,939.53	29,100.00	(160.47)	116,400.00
Expenses Recoverable from Others	0.00	0.00	0.00	0.00
Garbage Removal	345.98	537.00	(191.02)	2,153.00
Grounds keeping	9,836.78	9,000.00	836.78	36,000.00
Insurance	20,853.27	15,043.00	5,810.27	15,043.00
Interest Expense	8,505.58	48,907.00	(40,401.42)	95,571.00
Internal Charges	0.00	4,074.00	(4,074.00)	16,300.00
Mechanical	1,340.69	0.00	1,340.69	0.00
Municipal Taxes	0.00	11,500.00	(11,500.00)	46,000.00
Office Expenses	(2,066.08)	750.00	(2,816.08)	3,000.00
Repairs & Maint	4,314.69	8,076.00	(3,761.31)	32,298.00
Revenue - Lease - Base Rent	(116,283.39)	(116,283.00)	(0.39)	(465,134.00)
Revenue - Lease - Expense Recoveries	(39,715.26)	(43,248.00)	3,532.74	(172,986.00)
Security/Monitoring	999.26	0.00	999.26	0.00
Surplus Adjustment - Capital	0.00	10,251.00	(10,251.00)	41,000.00
Surplus Adjustment - Debt Principal Payments	149,019.25	149,019.00	0.25	300,281.00
Surplus Adjustment - Depreciation	(28,939.53)	(29,100.00)	160.47	(116,400.00)
Surplus Adjustment - From Reserves	0.00	(10,251.00)	10,251.00	(41,000.00)
Surplus Adjustment - TRF To Reserves	0.00	0.00	0.00	62,625.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

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over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>INFORMATION TECHNOLOGY</u>	<u>85,774.65</u>	<u>146,563.00</u>	<u>(60,788.35)</u>	<u>536,587.00</u>
Salaries	109,524.83	132,891.00	(23,366.17)	493,595.00
Employee Benefits	36,315.66	40,933.00	(4,617.34)	152,039.00
Annual Software Maintenance Fees	18,022.31	27,474.00	(9,451.69)	109,900.00
Communication Fees	13,330.56	7,251.00	6,079.56	29,000.00
Computer Technology Supplies	182.44	1,749.00	(1,566.56)	7,000.00
Corporate Software	0.00	501.00	(501.00)	2,000.00
Depreciation	8,376.21	9,501.00	(1,124.79)	38,000.00
Office Expense	159.75	276.00	(116.25)	1,100.00
Professional Development	925.00	1,374.00	(449.00)	5,500.00
Purchased Services	0.00	15,000.00	(15,000.00)	60,000.00
Recoveries - County	(92,857.58)	(84,711.00)	(8,146.58)	(338,847.00)
Recruitment	0.00	0.00	0.00	0.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Revenue - Provincial - Special Project	0.00	0.00	0.00	0.00
Special Project	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	0.00	4,251.00	(4,251.00)	17,000.00
Surplus Adjustment - Depreciation	(8,376.21)	(9,501.00)	1,124.79	(38,000.00)
Surplus Adjustment - TRF from Reserves	0.00	(4,251.00)	4,251.00	(17,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Telephone Costs	(795.72)	1,326.00	(2,121.72)	5,300.00
Travel	967.40	2,499.00	(1,531.60)	10,000.00
<u>HUMAN RESOURCES DEPARTMENT</u>	<u>108,182.29</u>	<u>80,593.00</u>	<u>27,589.29</u>	<u>259,687.00</u>
Salaries	180,700.14	169,533.00	11,167.14	629,695.00
Benefits	47,036.90	49,963.00	(2,926.10)	185,580.00
Conference & Convention	0.00	999.00	(999.00)	4,000.00
COVID	518.97	0.00	518.97	0.00
Depreciation	115.20	126.00	(10.80)	500.00
Expenses Recoverable From Others	3,973.79	2,499.00	1,474.79	10,000.00
Legal Fees	0.00	3,624.00	(3,624.00)	14,500.00
Membership Fees	890.40	1,500.00	(609.60)	6,000.00
Office Expense	87,669.47	6,249.00	81,420.47	25,000.00
Professional Development	1,379.24	3,000.00	(1,620.76)	12,000.00
Purchased Services	13,106.90	18,750.00	(5,643.10)	75,000.00
Recovery - County Departments	(162,667.82)	(154,521.00)	(8,146.82)	(618,088.00)
Recovery - Provincial	(54,514.24)	0.00	(54,514.24)	0.00
Recovery - Municipal	(10,455.86)	(23,751.00)	13,295.14	(95,000.00)
Recruitment	0.00	249.00	(249.00)	1,000.00
Revenue - Provincial - One Time	0.00	0.00	0.00	0.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(115.20)	(126.00)	10.80	(500.00)
Travel	544.40	2,499.00	(1,954.60)	10,000.00
<u>FORESTRY DEPT.</u>	<u>(169,125.47)</u>	<u>31,468.00</u>	<u>(200,593.47)</u>	<u>76,777.00</u>
Salaries / Benefits	58,089.65	87,508.00	(29,418.35)	325,031.00
Salary Allocations	0.00	(25,020.00)	25,020.00	(100,077.00)
Advertising	491.50	150.00	341.50	600.00
Conventions	0.00	450.00	(450.00)	1,800.00
Depreciation	4,193.04	4,200.00	(6.96)	16,800.00
Legal	8,207.71	624.00	7,583.71	2,500.00
Memberships/Subscriptions	150.00	2,280.00	(2,130.00)	9,123.00
Miscellaneous	40.70	375.00	(334.30)	1,500.00
Office Supplies	1,018.12	750.00	268.12	3,000.00
Professional Development	0.00	624.00	(624.00)	2,500.00
Recoveries - Other	0.00	(1,299.00)	1,299.00	(5,200.00)
Revenue - Provincial	(16,160.51)	0.00	(16,160.51)	0.00
Revenues - Timber Sales	(225,414.86)	(45,000.00)	(180,414.86)	(180,000.00)
Small Tools / Supplies	0.00	249.00	(249.00)	1,000.00
Special Project - Other	152.64	624.00	(471.36)	2,500.00
Special Project - Well Remediation	0.00	900.00	(900.00)	3,600.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(4,193.04)	(4,200.00)	6.96	(16,800.00)
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	(24,100.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
Travel	761.11	1,251.00	(489.89)	5,000.00
Tree Marking	0.00	501.00	(501.00)	2,000.00
Tree Planting	0.00	4,500.00	(4,500.00)	18,000.00
Vehicle Expenses	3,538.47	2,001.00	1,537.47	8,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

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over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>GIS</u>	<u>47,994.80</u>	<u>56,300.00</u>	<u>(8,305.20)</u>	<u>209,880.00</u>
Salaries & Benefits	25,250.90	53,546.00	(28,295.10)	198,880.00
Cell Telephone/Pagers	0.00	0.00	0.00	0.00
Computer Supply/Maintenance	69,984.68	5,250.00	64,734.68	21,000.00
Conventions	0.00	126.00	(126.00)	500.00
Depreciation	1,420.23	1,500.00	(79.77)	6,000.00
Membership	0.00	0.00	0.00	0.00
Office Supplies	0.00	501.00	(501.00)	2,000.00
Professional Development	0.00	126.00	(126.00)	500.00
Recoverable Outside	(2,301.00)	(375.00)	(1,926.00)	(1,500.00)
Recoveries - Municipal	0.00	(18,000.00)	18,000.00	(72,000.00)
Recoveries - provincial/federal	(44,939.78)	(18,750.00)	(26,189.78)	(75,000.00)
Recoveries - internal	0.00	(3,750.00)	3,750.00	(15,000.00)
Special Projects	0.00	37,500.00	(37,500.00)	150,000.00
Surplus Adj - Capital	0.00	0.00	0.00	0.00
Surplus Adj - Trf From Reserve	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(1,420.23)	(1,500.00)	79.77	(6,000.00)
Travel	0.00	126.00	(126.00)	500.00
Weed Inspection	0.00	0.00	0.00	0.00
<u>PUBLIC WORKS</u>	<u>3,475,685.87</u>	<u>3,947,699.00</u>	<u>(472,013.13)</u>	<u>10,216,019.00</u>
Administration	407,086.98	425,616.00	(18,529.02)	1,221,535.00
Capital Works - Operating Expenses	98,053.42	132,155.00	(34,101.58)	695,266.00
Clearing	0.00	0.00	0.00	0.00
Depreciation	2,672,038.15	2,450,001.00	222,037.15	9,800,000.00
Equipment	499,359.35	373,926.00	125,433.35	1,487,328.00
Housing	61,220.49	69,009.00	(7,788.51)	162,000.00
Maintenance	2,394,593.26	1,965,600.00	428,993.26	6,512,490.00
Trails	8,908.61	1,067,718.00	(1,058,809.39)	4,270,872.00
Recoveries - Donations In Kind	0.00	0.00	0.00	(3,500,000.00)
Recoveries - Federal	0.00	0.00	0.00	(1,470,000.00)
Recoveries - Municipal	0.00	0.00	0.00	0.00
Recoveries - Other	(6,571.70)	(86,325.00)	79,753.30	(362,699.00)
Recoveries - Provincial	(704,002.00)	0.00	(704,002.00)	(2,815,973.00)
Surplus Adjustment - Capital	2,320,903.05	1,200,000.00	1,120,903.05	37,611,829.00
Surplus Adjustment - Depreciation	(2,672,038.15)	(2,450,001.00)	(222,037.15)	(9,800,000.00)
Surplus Adjustment - Temp loan	0.00	0.00	0.00	(4,490,190.00)
Surplus Adjustment - TRF from Reserves	(1,603,865.59)	(1,200,000.00)	(403,865.59)	(29,106,439.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

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	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BONNECHERE MANOR</u>	<u>378,044.52</u>	<u>378,045.00</u>	<u>(0.48)</u>	<u>1,512,178.00</u>
Recoveries - City of Pembroke	(186,201.24)	(186,201.00)	(0.24)	(744,805.00)
Total Municipal Cost	564,245.76	564,246.00	(0.24)	2,256,983.00
<u>MIRAMICHI LODGE</u>	<u>316,456.50</u>	<u>316,455.00</u>	<u>1.50</u>	<u>1,265,826.00</u>
Recoveries - City of Pembroke	(155,866.74)	(155,868.00)	1.26	(623,467.00)
Total Municipal Cost	472,323.24	472,323.00	0.24	1,889,293.00
<u>OTHER LONG TERM CARE</u>	<u>23,254.86</u>	<u>23,739.00</u>	<u>(484.14)</u>	<u>94,950.00</u>
City of Pembroke Share	(11,502.24)	(11,502.00)	(0.24)	(46,009.00)
North Renfrew Long Term Care	34,757.10	35,241.00	(483.90)	140,959.00
<u>HEALTH SERVICES</u>	<u>433,322.25</u>	<u>441,990.00</u>	<u>(8,667.75)</u>	<u>1,767,955.00</u>
Renfrew County & District Health Unit	433,322.25	441,990.00	(8,667.75)	1,767,955.00
<u>OTTAWA VALLEY OHT</u>	<u>(0.17)</u>	<u>6,870.00</u>	<u>(6,870.17)</u>	<u>0.00</u>
Salaries	61,876.61	86,100.00	(24,223.39)	319,801.00
Benefits	6,571.77	10,062.00	(3,490.23)	37,371.00
Admin Charges	170,000.00	0.00	170,000.00	0.00
Office Supplies/computer	19,482.86	0.00	19,482.86	0.00
Purchased Services	250,719.41	154,458.00	96,261.41	617,828.00
Recoveries - Provincial	(570,427.82)	(243,750.00)	(326,677.82)	(975,000.00)
Special project - online booking	61,777.00	0.00	61,777.00	0.00
<u>Publicity/Public Relations</u>	<u>0.00</u>	<u>3,750.00</u>	<u>(3,750.00)</u>	<u>15,000.00</u>
Publicity/Public Relations Service	0.00	3,750.00	(3,750.00)	15,000.00
Recoveries	0.00	0.00	0.00	0.00
<u>ECONOMIC DEVELOPMENT</u>	<u>73,906.83</u>	<u>114,432.00</u>	<u>(40,525.17)</u>	<u>455,029.00</u>
Salaries	63,357.01	67,029.00	(3,671.99)	248,965.00
Benefits	21,634.21	21,081.00	553.21	78,303.00
Computer Maintenance	928.41	999.00	(70.59)	4,000.00
Conventions	0.00	999.00	(999.00)	4,000.00
Marketing Program	5,426.81	16,374.00	(10,947.19)	65,500.00
Memberships/Subscriptions	1,621.53	1,251.00	370.53	5,000.00
Office Expense	1,239.34	1,500.00	(260.66)	6,000.00
ON Winter Games expenses	1,100,807.73	1,000,000.00	100,807.73	1,000,000.00
ON Winter Games Recoveries - other	(251,369.60)	0.00	(251,369.60)	0.00
ON Winter Games Recoveries - Provincial	(851,918.13)	(1,000,000.00)	148,081.87	(1,000,000.00)
Professional Development/Staff Training	0.00	189.00	(189.00)	750.00
Recoveries - Federal	0.00	0.00	0.00	0.00
Recoveries-Other	(18,267.91)	(6,501.00)	(11,766.91)	(26,000.00)
Recoveries-Municipal	0.00	0.00	0.00	0.00
Recoveries-Provincial	0.00	(19,056.00)	19,056.00	(76,219.00)
Recruitment	0.00	0.00	0.00	0.00
Special Projects	203.52	0.00	203.52	0.00
Special Projects - Agriculture	0.00	0.00	0.00	22,470.00
Special Projects - RED	0.00	29,316.00	(29,316.00)	117,260.00
Travel	243.91	1,251.00	(1,007.09)	5,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

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over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>ENTERPRISE CENTRE</u>	<u>7,108.53</u>	<u>6,090.00</u>	<u>1,018.53</u>	<u>28,055.00</u>
Salaries	31,940.94	37,251.00	(5,310.06)	138,359.00
Benefits	10,582.23	12,834.00	(2,251.77)	47,669.00
Marketing	508.80	1,500.00	(991.20)	6,000.00
Office Expenses	939.04	717.00	222.04	2,869.00
Professional Development	0.00	174.00	(174.00)	700.00
Purchased Service	1,598.25	1,599.00	(0.75)	6,393.00
Recoveries - Municipalities	(6,000.00)	(6,000.00)	0.00	(6,000.00)
Recoveries - Other	0.00	(2,499.00)	2,499.00	(10,000.00)
Recoveries - Provincial	(33,679.76)	(42,792.00)	9,112.24	(171,165.00)
Special Projects - French Langage	9,897.87	2,499.00	7,398.87	10,000.00
Starter Company - Provincial Revenue	(1,043.04)	(18,000.00)	16,956.96	(72,000.00)
Starter Company - Special Projects	1,043.04	18,000.00	(16,956.96)	72,000.00
Summer Company - Special Projects	0.00	3,300.00	(3,300.00)	13,200.00
Prov Rev - Special Projects	(9,897.87)	0.00	(9,897.87)	0.00
Summer Company - Provincial Revenue	0.00	(3,300.00)	3,300.00	(13,200.00)
Telephone/Internet Access	1,063.79	558.00	505.79	2,230.00
Travel	155.24	249.00	(93.76)	1,000.00
<u>OTTAWA VALLEY TOURIST ASSOCIATION</u>	<u>72,175.87</u>	<u>77,270.00</u>	<u>(5,094.13)</u>	<u>290,275.00</u>
Salaries	46,030.63	48,975.00	(2,944.37)	181,904.00
Benefits	14,681.49	16,831.00	(2,149.51)	62,516.00
Direct Contribution to OVTA (to 2022)	11,463.75	11,464.00	(0.25)	45,855.00
Recoveries	0.00	0.00	0.00	0.00
<u>PLANNING DEPARTMENT</u>	<u>160,514.70</u>	<u>216,377.00</u>	<u>(55,862.30)</u>	<u>786,947.00</u>
Salaries	185,245.66	208,118.00	(22,872.34)	773,011.00
Employee Benefits	60,235.48	60,115.00	120.48	223,283.00
Computer Supplies / Maintenance	1,185.30	3,000.00	(1,814.70)	12,000.00
Conventions	1,501.05	1,251.00	250.05	5,000.00
Legal Fees	0.00	249.00	(249.00)	1,000.00
Memberships	503.83	1,425.00	(921.17)	5,700.00
Office Expense	980.79	4,227.00	(3,246.21)	16,913.00
Professional Development	150.00	1,500.00	(1,350.00)	6,000.00
Purchased Service	0.00	6,731.00	(6,731.00)	25,000.00
Recruitment	0.00	510.00	(510.00)	2,040.00
Revenues - Municipal Projects	(8,500.00)	(9,999.00)	1,499.00	(40,000.00)
Revenues - Other	(145.00)	(3,000.00)	2,855.00	(12,000.00)
Revenues - Service Charges	0.00	(8,751.00)	8,751.00	(35,000.00)
Revenues - Severance Applications	(77,585.00)	(43,500.00)	(34,085.00)	(174,000.00)
Revenues - Subdivision Applications	(6,650.00)	(12,501.00)	5,851.00	(50,000.00)
Special Projects - official plan	851.73	2,001.00	(1,149.27)	8,000.00
Travel	2,740.86	5,001.00	(2,260.14)	20,000.00
<u>AGRICULTURE & REFORESTATION</u>	<u>1,519.67</u>	<u>5,001.00</u>	<u>(3,481.33)</u>	<u>20,000.00</u>
Forest Fire Protection	1,519.67	1,251.00	268.67	5,000.00
Reforestation - Grants in Lieu	0.00	3,750.00	(3,750.00)	15,000.00
<u>ONTARIO WORKS</u>	<u>554,659.45</u>	<u>315,317.00</u>	<u>239,342.45</u>	<u>1,347,203.00</u>
Depreciation	4,699.55	2,376.00	2,323.55	9,500.00
Municipal Contribution - City of Pembroke	(121,823.25)	(121,824.00)	0.75	(487,293.00)
Ontario Works Program Administration	1,034,318.28	1,090,872.00	(56,553.72)	4,101,566.00
Other Revenue	(2,404.13)	0.00	(2,404.13)	0.00
Provincial Subsidy - Ontario Works Program Admin	(601,638.00)	(655,810.00)	54,172.00	(2,275,400.00)
Provincial Subsidy - Social Assistance - Benefits	(2,620,282.73)	(3,155,001.00)	534,718.27	(12,620,000.00)
Social Assistance - Benefits	2,866,489.28	3,157,080.00	(290,590.72)	12,628,330.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(4,699.55)	(2,376.00)	(2,323.55)	(9,500.00)
Surplus Adjustment - TRF From Reserve	0.00	0.00	0.00	0.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CHILD CARE</u>	<u>123,901.65</u>	<u>160,370.00</u>	<u>(36,468.35)</u>	<u>448,793.00</u>
Administration	57,627.15	57,207.00	420.15	183,695.00
Core Programs	78,741.00	78,741.00	0.00	314,966.00
Special Needs Resourcing	0.00	8,771.00	(8,771.00)	0.00
Special Purpose	0.00	(3.00)	3.00	0.00
EarlyON Centres	(0.00)	22,848.00	(22,848.00)	0.00
Licensed Family Home Day Care	0.00	3,264.00	(3,264.00)	0.00
CWELCC (\$10/day Child Care)	0.00	2,010.00	(2,010.00)	0.00
Municipal Contribution - City of Pembroke	(12,466.50)	(12,468.00)	1.50	(49,868.00)
<u>COMMUNITY HOUSING</u>	<u>1,389,372.99</u>	<u>1,355,391.00</u>	<u>33,981.99</u>	<u>5,183,055.00</u>
Admin Charges	52,776.27	52,776.00	0.27	211,105.00
Affordable Housing - Tax Rebate	8,616.41	4,000.00	4,616.41	12,500.00
HR Charges	19,770.00	19,770.00	0.00	79,080.00
IT Charges	8,905.50	8,907.00	(1.50)	35,622.00
Legal	0.00	0.00	0.00	0.00
Municipal Contribution - City of Pembroke	(138,171.75)	(138,171.00)	(0.75)	(552,687.00)
Non Profit Housing	335,676.00	334,143.00	1,533.00	1,336,574.00
Office Supplies	0.00	249.00	(249.00)	1,000.00
PROV (FED) SUBSIDY -SOCIAL HOUSING	(308,503.00)	(308,503.00)	0.00	(1,234,012.00)
PROV REV - COCHI	0.00	(143,544.00)	143,544.00	(574,180.00)
PROV REV - HPP	(326,049.24)	(446,424.00)	120,374.76	(1,785,700.00)
PROV REV - IAH	(11,250.00)	(17,001.00)	5,751.00	(68,000.00)
PROV REV - OPHI	(48,000.00)	(150,276.00)	102,276.00	(601,100.00)
PROV REV - COHB	(6,240.00)	0.00	(6,240.00)	0.00
PROV REV - SSRF-COVID	0.00	(500,001.00)	500,001.00	(2,000,000.00)
PROV REV - STRONG COMMUNITY RENT SUP	0.00	0.00	0.00	0.00
RCHC TRANSFER - BASE	1,381,718.25	1,381,719.00	(0.75)	5,526,873.00
RCHC TRANSFER - COCHI	0.00	143,544.00	(143,544.00)	574,180.00
RCHC TRANSFER - COVID	0.00	500,001.00	(500,001.00)	2,000,000.00
RCHC TRANSFER - HPP	326,049.24	446,424.00	(120,374.76)	1,785,700.00
RCHC TRANSFER - IAH	11,250.00	17,001.00	(5,751.00)	68,000.00
RCHC TRANSFER - OPHI	48,000.00	150,276.00	(102,276.00)	601,100.00
RCHC TRANSFER - COHB	6,240.00	0.00	6,240.00	0.00
OPHI - Direct costs	0.00	0.00	0.00	0.00
Recoveries - Outside	0.00	0.00	0.00	(235,000.00)
Surplus Adjustment - Capital	28,585.31	0.00	28,585.31	0.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
Surplus Adjustment - TRF To Reserves	0.00	0.00	0.00	0.00
Travel	0.00	501.00	(501.00)	2,000.00

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

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over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PARAMEDIC - 911</u>	<u>2,553,502.63</u>	<u>2,674,189.00</u>	<u>(120,686.37)</u>	<u>9,958,889.00</u>
Admin - Salaries	551,328.27	557,218.00	(5,889.73)	2,069,671.00
Admin - Employee Benefits	192,239.08	153,335.00	38,904.08	569,529.00
Paramedic - Salaries	2,795,187.14	2,830,560.00	(35,372.86)	10,520,868.00
Paramedic - Employee Benefits	973,881.82	1,157,933.00	(184,051.18)	4,300,896.00
Admin Charge	48,222.75	48,222.00	0.75	192,891.00
Base Station Expenses	20,342.91	15,999.00	4,343.91	64,000.00
Capital Under Threshold	0.00	0.00	0.00	0.00
Communication & Computer Expense	144,332.06	68,751.00	75,581.06	275,000.00
Conferences & Conventions	603.51	1,374.00	(770.49)	5,500.00
COVID	37,203.60	0.00	37,203.60	0.00
Cross Border - Other Municipalities (Recovery)	(1,440.06)	0.00	(1,440.06)	20,000.00
Depreciation	198,943.11	300,000.00	(101,056.89)	1,200,000.00
HR Charge	64,577.01	64,578.00	(0.99)	258,308.00
Insurance	206,056.73	194,213.00	11,843.73	194,213.00
Insurance Claims Costs	0.00	2,499.00	(2,499.00)	10,000.00
IT Charge	12,614.76	12,615.00	(0.24)	50,459.00
Lease - Base Station - Internal	107,761.17	107,760.00	1.17	431,045.00
Lease - Base Station Lease - External	26,346.46	19,500.00	6,846.46	78,000.00
Lease - Admin Office - Internal	28,325.01	28,326.00	(0.99)	113,300.00
Leased Equipment	0.00	3,000.00	(3,000.00)	12,000.00
Legal	35,260.47	5,001.00	30,259.47	20,000.00
Medication Costs	31,499.55	31,251.00	248.55	125,000.00
Membership Fees	2,256.83	0.00	2,256.83	0.00
Office Expenses	13,164.82	12,501.00	663.82	50,000.00
Professional Development	12,084.00	9,000.00	3,084.00	36,000.00
Purchased Service	35,354.17	49,395.00	(14,040.83)	197,577.00
Recovery - City of Pembroke share	(424,339.74)	(424,341.00)	1.26	(1,697,359.00)
Recovery - County	(7,304.73)	(7,305.00)	0.27	(29,219.00)
Revenue - Donations	0.00	(750.00)	750.00	(3,000.00)
Revenue - Interest	0.00	0.00	0.00	(40,000.00)
Revenue - Other	(130,930.92)	(31,251.00)	(99,679.92)	(125,000.00)
Revenue - Provincial - One Time COVID	(124,419.32)	0.00	(124,419.32)	0.00
Revenue- Provincial Subsidy	(2,329,050.00)	(2,411,937.00)	82,887.00	(9,647,743.00)
Revenue- Special Project	0.00	(12,501.00)	12,501.00	(50,000.00)
Small Equipment & Supplies	77,656.38	97,500.00	(19,843.62)	390,000.00
Special Project	0.00	12,501.00	(12,501.00)	50,000.00
Surplus Adjustment - Capital	0.00	736,251.00	(736,251.00)	2,945,000.00
Surplus Adjustment - Depreciation	(198,943.11)	(300,000.00)	101,056.89	(1,200,000.00)
Surplus Adjustment - TRF from Reserves	0.00	(891,636.00)	891,636.00	(3,566,547.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	1,200,000.00
Travel	4,706.79	12,501.00	(7,794.21)	50,000.00
Uniform Allowances	4,475.00	0.00	4,475.00	0.00
Uniform, Laundry	47,854.97	37,500.00	10,354.97	150,000.00
Vehicle - recovery from other paramedic program	(77,254.00)	0.00	(77,254.00)	0.00
Vehicle Operation & Maintenance	174,906.14	184,626.00	(9,719.86)	738,500.00
<u>PARAMEDIC - OTHER</u>	<u>(79.57)</u>	<u>21,738.00</u>	<u>(21,817.57)</u>	<u>0.00</u>
Comm Paramedic - Salaries & Benefits	2,635.90	0.00	2,635.90	0.00
Comm Paramedic - Expenses	0.00	0.00	0.00	0.00
Comm Paramedic - Provincial Subsidy	(221,666.68)	(98,269.00)	(123,397.68)	(365,000.00)
LTC - Salaries & Benefits	713,859.76	407,960.00	305,899.76	1,515,276.00
LTC - Expenses	163,878.30	212,430.00	(48,551.70)	849,724.00
LTC - Provincial Subsidy	(647,451.55)	(500,001.00)	(147,450.55)	(2,000,000.00)
LTC - Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
LTC - Surplus Adjustment - Depreciation	(11,255.73)	0.00	(11,255.73)	0.00
Vaccine - Salaries & Benefits	23,236.64	99,616.00	(76,379.36)	370,000.00
Vaccine - Expenses	0.00	5,001.00	(5,001.00)	20,000.00
Vaccine - Provincial Subsidy	(23,236.64)	(104,617.00)	81,380.36	(390,000.00)
VTAC - Salaries & Benefits	329,247.46	285,946.00	43,301.46	1,062,082.00
VTAC - Expenses	70,315.69	34,479.00	35,836.69	137,918.00
VTAC - Revenue - Other Agency	(396,956.67)	(320,425.00)	(76,531.67)	(1,200,000.00)
VTAC - Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
VTAC - Surplus Adjustment - Depreciation	(2,685.45)	0.00	(2,685.45)	0.00
VTAC ADMIN - Salaries & Benefits	218,290.29	200,578.00	17,712.29	745,000.00
VTAC ADMIN - Expenses	23,557.44	5,001.00	18,556.44	20,000.00
VTAC ADMIN - Revenue - Other Agency	(241,848.33)	(205,961.00)	(35,887.33)	(765,000.00)
<u>EMERGENCY MANAGEMENT</u>	<u>71,078.62</u>	<u>87,384.00</u>	<u>(16,305.38)</u>	<u>179,532.00</u>
911	49,654.11	60,000.00	(10,345.89)	60,000.00
Admin Charge (Paramedic Service)	7,304.73	7,305.00	(0.27)	44,219.00
Emergency Management	14,119.78	8,250.00	5,869.78	33,000.00
Fire Services Charges	0.00	0.00	0.00	100,000.00
Purchased Service	0.00	11,829.00	(11,829.00)	47,313.00
Recoveries - Other	0.00	0.00	0.00	(105,000.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023**

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PROVINCIAL OFFENCES ADMINISTRATION</u>	<u>(14,099.72)</u>	<u>(111,477.00)</u>	<u>97,377.28</u>	<u>(488,350.00)</u>
Salaries	84,883.16	113,054.00	(28,170.84)	419,913.00
Benefits	27,130.11	35,356.00	(8,225.89)	131,320.00
Adjudication	15,807.00	15,213.00	594.00	60,850.00
Admin Charges	14,314.50	14,316.00	(1.50)	57,258.00
Bank Charges (Visa/MasterCard)	5,571.11	7,749.00	(2,177.89)	31,000.00
Certificates of Offence	2,528.90	2,499.00	29.90	10,000.00
City of Pembroke - Share of Net Revenue	16,658.25	16,659.00	(0.75)	66,633.00
Collection Costs	4,293.02	8,751.00	(4,457.98)	35,000.00
Computer & Technology	6,543.85	4,125.00	2,418.85	16,500.00
Conventions	0.00	576.00	(576.00)	2,300.00
Court Transcripts	276.90	249.00	27.90	1,000.00
COVID	0.00	0.00	0.00	0.00
Depreciation	144.93	900.00	(755.07)	3,600.00
ICON Charges	3,309.15	5,001.00	(1,691.85)	20,000.00
Interpreter Fees	68.37	375.00	(306.63)	1,500.00
IT Charges	5,025.14	4,536.00	489.14	18,140.00
Lease/Building Costs	26,265.00	26,265.00	0.00	105,060.00
Legal Costs	0.00	501.00	(501.00)	2,000.00
Miscellaneous	0.00	375.00	(375.00)	1,500.00
Monitoring / Enforcement Fees	1,944.00	1,944.00	0.00	7,776.00
Office Equipment / Furniture	611.57	525.00	86.57	2,100.00
Office Supplies	901.83	1,626.00	(724.17)	6,500.00
Part III Prosecution	3,266.73	249.00	3,017.73	1,000.00
Postage	0.00	1,701.00	(1,701.00)	6,800.00
Purchase of Service - Notice of Fines	500.50	0.00	500.50	0.00
Purchase of Service - Prosecution	7,036.71	1,251.00	5,785.71	5,000.00
Recoveries - Provincial - One Time	0.00	0.00	0.00	0.00
Revenues - POA Fines	(241,753.18)	(377,499.00)	135,745.82	(1,510,000.00)
Revenues - POA Recoveries	0.00	0.00	0.00	0.00
Satellite Courtroom Costs	0.00	0.00	0.00	0.00
Staff Training/Development	0.00	501.00	(501.00)	2,000.00
Surplus Adjustment - Capital	0.00	2,751.00	(2,751.00)	11,000.00
Surplus Adjustment - Depreciation	(144.93)	(900.00)	755.07	(3,600.00)
Surplus Adjustment - TRF from Reserves	0.00	(2,751.00)	2,751.00	(11,000.00)
Telephone	717.66	2,001.00	(1,283.34)	8,000.00
Travel	0.00	624.00	(624.00)	2,500.00
Witness Fees	0.00	0.00	0.00	0.00
<u>PROPERTY ASSESSMENT</u>	<u>770,207.42</u>	<u>770,206.00</u>	<u>1.42</u>	<u>1,540,414.00</u>
MPAC	770,207.42	770,206.00	1.42	1,540,414.00
<u>FINANCIAL EXPENSE</u>	<u>(17,865.18)</u>	<u>75,000.00</u>	<u>(92,865.18)</u>	<u>20,028,594.00</u>
County Share - Taxes Written Off	0.00	0.00	0.00	300,000.00
Interest Expense	(17,865.18)	0.00	(17,865.18)	146,817.00
Provision for Unallocated Funds	0.00	75,000.00	(75,000.00)	300,000.00
Surplus Adjustment - Debt Principal	0.00	0.00	0.00	813,074.00
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	18,468,703.00
TOTAL EXPENSES	10,831,935.91	11,655,766.00	(823,830.09)	57,202,666.00

COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
MAR 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
			over / (under)	
<u>REVENUES</u>				
<u>COUNTY LEVY</u>	<u>12,635,096.00</u>	<u>13,223,474.00</u>	<u>(588,378.00)</u>	<u>52,893,896.00</u>
<u>PIL ADJUSTMENTS</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>(150,000.00)</u>
<u>WATERPOWER GENERATING STATION</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>394,109.00</u>
<u>RAILWAY/HYDRO RIGHTS-OF-WAY</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<u>SUPPLEMENTARY REVENUE</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>500,000.00</u>
<u>PROVINCIAL SUBSIDIES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Ontario Municipal Partnership Fund	0.00	0.00	0.00	0.00
Provincial - One Time	0.00	0.00	0.00	0.00
<u>OTHER REVENUE</u>	<u>448,174.01</u>	<u>162,501.00</u>	<u>285,673.01</u>	<u>3,564,661.00</u>
BM Repayment of Solar Panel Loan	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Gain / (Loss) - Sale of Assets	0.00	0.00	0.00	0.00
Canada Community Building Fund (Gas Tax)	0.00	0.00	0.00	2,914,661.00
Interest Revenue	447,955.01	162,501.00	285,454.01	650,000.00
Licenses	145.00	0.00	145.00	0.00
Other Revenue	74.00	0.00	74.00	0.00
Proceeds - Sale of Assets	0.00	0.00	0.00	0.00
<u>CONTRIBUTION FROM RESERVES</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Surplus Adjustment - TRF From Reserves	0.00	0.00	0.00	0.00
TOTAL REVENUES	<u>13,083,270.01</u>	<u>13,385,975.00</u>	<u>(302,704.99)</u>	<u>57,202,666.00</u>
Municipal Surplus / (Deficit)	<u>2,251,334.10</u>	<u>1,730,209.00</u>	<u>521,125.10</u>	<u>0.00</u>
add: Surplus Adjustment - Capital	2,375,556.84	10,508,658.00	(8,133,101.16)	42,034,629.00
add: Surplus Adjustment - To Reserves	145,562.50	0.00	145,562.50	20,040,007.00
less: Surplus Adjustment - From Reserves	(1,603,865.59)	(6,720,225.00)	5,116,359.41	(34,155,886.00)
less: Surplus Adjustment - Depreciation	(3,116,689.50)	(2,977,803.00)	(138,886.50)	(11,911,200.00)
add: Surplus Adjustment - Debt Principal Paid	149,019.25	149,019.00	0.25	1,113,355.00
add: Surplus Adjustment - New Debt Principal	0.00	0.00	0.00	(4,490,190.00)
PSAB Surplus / (Deficit)	<u>200,917.60</u>	<u>2,689,858.00</u>	<u>(2,488,940.40)</u>	<u>12,630,715.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
March 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>262,659</u>	<u>272,790</u>	<u>(10,131)</u>	<u>1,013,827</u>
Salaries	199,901	215,474	(15,573)	800,334
Salary Allocations	9,479	9,205	274	34,191
Employee Benefits	44,152	45,969	(1,817)	170,742
Computers Operation and Maintenance	751	1,860	(1,109)	7,440
COVID	6	0	6	0
Depreciation	573	600	(27)	2,400
Equipment - Replacements	165	0	165	0
Equipment Operation/Maint.	0	168	(168)	670
Hobby Crafts	20	0	20	0
Office Supplies / Other	0	0	0	0
Purchased Services	4,387	1,350	3,037	5,400
Recoveries	(98)	(2,487)	2,389	(9,950)
Recreation & Entertainment	2,164	1,251	913	5,000
Special Events	1,732	0	1,732	0
Staff Education	0	0	0	0
Surplus Adjustment - Depreciation	(573)	(600)	27	(2,400)
<u>NURSING SERVICES</u>	<u>2,902,713</u>	<u>3,226,541</u>	<u>(323,828)</u>	<u>11,991,180</u>
Salaries - Admin	133,596	140,119	(6,523)	520,441
Benefits - Admin	38,301	37,132	1,169	137,923
Salaries - Direct	1,632,980	2,425,217	(792,237)	9,007,952
Benefits - Direct	376,936	505,137	(128,201)	1,876,223
Clinical Decision Support	0	0	0	0
Computer Operation & Maintenance	4,895	8,427	(3,532)	33,704
COVID	372,918	0	372,918	0
Depreciation	10,337	10,350	(13)	41,400
Equipment- Replacement	4,451	1,926	2,525	7,700
Equipment-Repairs & Maintenance	1,245	1,596	(351)	6,388
Fall Prevention	2,118	4,500	(2,382)	18,000
Fall Prevention - Provincial Subsidy	(9,992)	(4,500)	(5,492)	(18,000)
Furniture Replacements	0	0	0	0
High Intensity Needs	10,314	20,001	(9,687)	80,000
High Intensity Needs - Prov Subsidy	0	(18,999)	18,999	(76,000)
High Intensity Needs-Non Claims Based	4,063	10,842	(6,779)	43,362
Incontinent Supplies - (Funded at \$1.20 per diem)	25,859	28,125	(2,266)	112,500
IPAC Expenses	14,935	0	14,935	0
IPAC minor capital	22,549	0	22,549	0
Lab Fees	1,275	2,001	(726)	8,000
Lab Fees - Provincial Subsidy	0	0	0	(8,000)
Medical Director - Funded (0.30 / day)	4,860	4,929	(69)	19,710
Medical Supplies & Medication	13,307	23,037	(9,730)	92,143
Medication Safety Technology	0	0	0	0
Memberships	275	0	275	0
Miscellaneous	724	399	325	1,600
Nurse Practitioner Expenses	29,553	40,939	(11,386)	152,056
Nurse Practitioner Prov Subsidy	(27,470)	(30,711)	3,241	(122,844)
Phys-On-Call - Funded Expenses (\$100 / bed)	4,752	4,761	(9)	19,044
Phys-On-Call - Prov Subsidy (\$100 / bed)	(4,938)	(4,761)	(177)	(19,044)
Phys-On-Call - Un-Funded Expenses	0	0	0	0
Purchased Services	251,306	600	250,706	2,400
RAI / MDS - Expenses	1,979	25,824	(23,845)	95,922
RAI / MDS - Prov Subsidy	0	0	0	0
Recoveries - Other	(8,389)	0	(8,389)	0
Staff Education	310	0	310	0
Surplus Adjustment - Depreciation	(10,337)	(10,350)	13	(41,400)

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
March 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>RAW FOOD</u>	<u>164,507</u>	<u>180,675</u>	<u>(16,168)</u>	<u>722,700</u>
Bread	4,893	4,251	642	17,000
Dairy	23,351	22,029	1,322	88,120
Groceries & Vegetables	96,004	110,748	(14,744)	442,990
Meat	41,000	43,998	(2,998)	175,990
Nutrition Supplements	3,921	6,537	(2,616)	26,150
Raw Food Recoveries	(4,662)	(6,888)	2,226	(27,550)
<u>FOOD SERVICES</u>	<u>438,802</u>	<u>441,894</u>	<u>(3,092)</u>	<u>1,645,751</u>
Salaries	360,303	352,667	7,636	1,309,909
Salary Allocations	(18,349)	(9,205)	(9,144)	(34,191)
Employee Benefits	80,732	88,287	(7,555)	327,919
Computers - Operation & Maintenance	345	750	(405)	3,000
COVID	936	0	936	0
Depreciation	4,153	3,840	313	15,360
Dietary Supplies	15,700	18,741	(3,041)	74,967
Equipment - Operation/Maint.	1,175	1,719	(544)	6,880
Equipment - Replacements	359	0	359	0
Other Expenses	421	339	82	1,350
Purchased Services	142	150	(8)	600
Recoveries	(7,286)	(12,214)	4,928	(47,316)
Replacement - Dishes/Cutlery	1,138	1,284	(146)	5,133
Surplus Adjustment - Depreciation	(4,153)	(3,840)	(313)	(15,360)
Vending – Net Proceeds	3,185	(624)	3,809	(2,500)
<u>HOUSEKEEPING SERVICES</u>	<u>243,111</u>	<u>261,915</u>	<u>(18,804)</u>	<u>977,754</u>
Salaries	192,355	200,729	(8,374)	745,563
Employee Benefits	41,034	43,954	(2,920)	163,260
COVID	0	0	0	0
Depreciation	461	555	(94)	2,220
Equipment - Operation/Maint.	0	624	(624)	2,500
Equipment - Replacements	1,338	525	813	2,100
Housekeeping Supplies	11,599	18,417	(6,818)	73,670
Recoveries	(3,216)	(2,334)	(882)	(9,339)
Surplus Adjustment - Depreciation	(461)	(555)	94	(2,220)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>111,339</u>	<u>117,635</u>	<u>(6,296)</u>	<u>440,198</u>
Salaries	80,481	83,272	(2,791)	309,300
Employee Benefits	20,372	22,960	(2,588)	85,280
COVID	0	0	0	0
Depreciation	1,857	1,857	(0)	7,428
Equipment Operation/Maint.	2,789	3,450	(661)	13,800
Laundry Supplies	4,901	5,646	(745)	22,581
Recoveries	(872)	(906)	35	(3,623)
Replacements	3,668	3,213	455	12,860
Surplus Adjustment - Depreciation	(1,857)	(1,857)	0	(7,428)

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
March 2023**

		over / (under)		
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	
			<u>FULL YEAR BUDGET</u>	
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>271,795</u>	<u>279,254</u>	<u>(7,459)</u>	<u>1,152,545</u>
Salaries	84,727	93,478	(8,751)	347,206
Employee Benefits	22,039	24,580	(2,541)	91,297
Computers - Operation & Maintenance	0	726	(726)	2,900
Depreciation	150,701	144,075	6,626	576,300
Capital Below Threshold	0	0	0	0
COVID	0	0	0	0
Equipment - Operation/Maint.	0	0	0	0
Equipment - Replacements	1,328	8,151	(6,823)	32,600
Furniture - Replacements	0	0	0	20,064
Natural Gas	18,977	25,000	(6,023)	107,625
Hydro	19,721	12,000	7,721	189,625
Insurance	79,293	76,625	2,668	76,625
Cell/Pager	0	0	0	0
Purchased Services	50,568	46,614	3,954	186,450
Resident - Telephone System	7,896	8,001	(105)	32,000
Resident - Telephone System Recovery	(23,982)	(25,950)	1,968	(103,800)
Recoveries	(7,836)	(6,912)	(924)	(27,646)
IPAC Minor Capital	0	0	0	0
Repairs/Maint./Bldgs./Grounds	19,063	16,941	2,122	67,760
Surplus Adjustment - Depreciation	(150,701)	(144,075)	(6,626)	(576,300)
Travel	0	0	0	0
Water / Wastewater	0	0	0	129,839
<u>GENERAL AND ADMINISTRATIVE</u>	<u>451,850</u>	<u>355,900</u>	<u>95,950</u>	<u>1,146,479</u>
Salaries	179,043	126,151	52,892	468,565
Salary Allocations	(7,860)	(7,860)	(0)	(29,195)
Employee Benefits	48,646	38,627	10,019	143,473
Accreditation	0	6,000	(6,000)	6,000
Admin Charges	30,826	30,825	1	123,305
Advertising/Awards Dinner	1,952	249	1,703	5,000
Audit	0	0	0	10,350
Computer/Internet Expenses	35,702	18,876	16,826	75,504
Conventions	0	0	0	0
COVID	1,771	0	1,771	0
Depreciation	2,801	3,900	(1,099)	15,600
Equipment - Operation/Maint.	1,145	2,973	(1,828)	11,886
Equipment - Replacements	0	0	0	0
Gain / Loss from the Sale of an Asset	0	0	0	0
Health & Safety Program	0	0	0	0
HR Charges	26,863	26,862	1	107,451
Insurance	86,475	69,190	17,285	69,190
IT Charges	17,533	17,532	1	70,131
Legal & Labour Contract Costs	1,944	5,001	(3,057)	20,000
Memberships	14,580	4,470	10,110	17,885
Postage / Courier	946	1,344	(398)	5,374
Printing & Stationery	6,531	4,701	1,830	18,800
Purchased Services	11,972	11,501	471	42,715
Recoveries	(14,972)	(11,216)	(3,756)	(82,641)
Staff Training	3,846	6,009	(2,163)	24,036
Surplus Adjustment - Depreciation	(2,801)	(3,900)	1,099	(15,600)
Surplus Adjustment - Transfer to Reserves	0	0	0	0
Telephone	3,848	4,164	(316)	16,650
Travel	1,061	501	560	2,000
Uniform Allowance	0	0	0	20,000
BONNECHERE MANOR TOTALS	<u>4,846,776</u>	<u>5,136,604</u>	<u>(289,828)</u>	<u>19,090,434</u>

COUNTY OF RENFREW
 TREASURER'S REPORT - BONNECHERE MANOR
 March 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
RESIDENT DAYS	16,000	16,200	(200)	65,700
NON-SUBSIDIZABLE EXPENSE	<u>0</u>	<u>0</u>	<u>0</u>	<u>49,024</u>
Temporary Loan and Interest- Solar Project	0	0	0	0
Surplus Adjustment - Transfer to Reserve	0	0	0	49,024
SURPLUS ADJUSTMENT	<u>79,548</u>	<u>156,624</u>	<u>(77,076)</u>	<u>626,500</u>
Surplus Adjustment - Capital Purchases	79,548	156,624	(77,076)	626,500
TOTAL EXPENDITURE	<u>4,926,324</u>	<u>5,293,228</u>	<u>(366,904)</u>	<u>19,765,958</u>

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
March 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
MUNICIPAL SUBSIDY	564,246	564,246	(0)	2,256,983
City of Pembroke -30.63%	186,201	186,201	0	744,805
County of Renfrew - 69.37%	378,044	378,045	(1)	1,512,178
RESIDENTS REVENUE	1,048,946	1,014,204	34,742	4,056,813
Bad Debts	0	0	0	0
Basic Accommodation	917,631	892,500	25,131	3,570,000
Bed retention	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Estate Recoveries - Provincial	0	0	0	0
Preferred Accommodation	121,000	121,704	(704)	486,813
Preferred Accommodation - HIN Claims	10,314	0	10,314	0
Preferred Accommodation - Prov COVID Reimbursement	0	0	0	0
Respite Care	0	0	0	0
OTHER REVENUE	89,791	25,750	64,041	201,000
Donations	0	0	0	0
Donations In Kind	0	0	0	0
Interest Income	87,879	18,750	69,129	75,000
Internal Transfer - From ML	0	0	0	0
Other Revenue - FIT	1,912	7,000	(5,088)	126,000
GRANTS & SUBSIDIES	2,747,340	3,646,000	(898,660)	12,553,390
Federal - ICIP	0	0	0	0
Prov Revenue - 4hrs care per day - Allied Health Professional	0	77,560	(77,560)	284,920
Prov Revenue - 4hrs care per day - Nursing Staff Supplement	(0)	1,059,059	(1,059,059)	2,159,606
Prov Revenue - Clinical Decision Support	10,000	0	10,000	0
Prov Revenue - Operating - Global LOC Subsidy	121,215	124,248	(3,033)	496,988
Prov Revenue - Operating - HIN NPC	10,839	10,842	(3)	43,362
Prov Revenue - Operating - Nursing & Personal Care	1,644,600	1,644,600	0	6,702,786
Prov Revenue - Operating - Other Accomodation	5,418	30,003	(24,585)	120,008
Prov Revenue - Operating - Pay Equity	5,715	5,715	0	22,860
Prov Revenue - Operating - Program & Support Services	201,036	201,036	0	819,315
Prov Revenue - Operating - RAI/MDS	23,979	23,982	(3)	95,922
Prov Revenue - Operating - Raw Food	180,672	180,675	(3)	722,700
Prov Revenue - Operating - RN	26,502	26,499	3	106,000
Prov Revenue - Operating - Structural Compliance	24,639	24,639	0	24,639
Prov Revenue - Operating -Accreditation	5,913	5,913	0	23,652
Prov Revenue - Operating -RHWB	15,660	0	15,660	0
Prov Revenue - COVID - Incremental cost funding	(188,849)	0	(188,849)	0
Prov Revenue - COVID - PSW Return of Service	0	0	0	0
Prov Revenue - COVID - PSW Wage Enhancement	359,619	152,904	206,715	611,614
Prov Revenue - COVID - RN RPN retention payment	0	0	0	0
Prov Revenue - Equalization	47,631	47,634	(3)	190,530
Prov Revenue - IPAC	135,654	10,000	125,654	45,724
Prov Revenue - Medication Safety Training	89,317	0	89,317	0
Prov Revenue - PSW / Behavioural Support Subsidy	14,682	14,682	0	58,728
Prov Revenue -Municipal Modernization	0	0	0	0
Prov Revenue - Support Professional Growtrh	13,098	6,009	7,089	24,036
SURPLUS ADJUSTMENT	0	0	0	697,772
Surplus Adjustment - TRF from Reserves	0	0	0	697,772
GRAND TOTAL REVENUES	4,450,323	5,250,200	(799,877)	19,765,958
Municipal Surplus / (Deficit)	(476,001)	(43,028)	(432,973)	0
less: Depreciation - BM	(170,882)	(165,177)	(5,705)	(660,708)
add: Transfer to Reserve	0	0	0	49,024
less: Transfer from Reserve	0	0	0	(697,772)
add: Capital Purchases	79,548	156,624	(77,076)	626,500
Accounting Surplus / (Deficit)	(567,335)	(51,581)	(515,754)	(682,956)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
March 2023**

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>228,863</u>	<u>234,008</u>	<u>(5,145)</u>	<u>874,247</u>
Salaries	161,742	161,560	182	600,083
Salary Allocations	16,812	16,813	(1)	62,443
Employee Benefits	37,669	37,887	(218)	140,723
Computer Operation and Maint	100	411	(311)	1,645
COVID	0	0	0	0
Depreciation	945	948	(3)	3,792
Equipment - Replacements	330	768	(438)	3,075
Equipment Operation/Maint.	101	615	(514)	2,460
Hobby Crafts	985	1,281	(296)	5,125
Purchased Services-Physio	8,998	13,422	(4,424)	53,693
Recoveries	0	0	0	0
Recreation & Entertainment	2,126	1,251	875	5,000
Revenue - Federal	0	0	0	0
Special Events	0	0	0	0
Surplus Adjustment - Depreciation	(945)	(948)	3	(3,792)
<u>NURSING SERVICES</u>	<u>2,664,112</u>	<u>3,029,511</u>	<u>(365,399)</u>	<u>11,299,762</u>
Salaries - Administration	115,863	121,205	(5,342)	450,186
Salaries - Direct	2,028,903	2,322,790	(293,887)	8,627,507
Salary Allocations	0	0	0	0
Employee Benefits - Administration	35,619	36,222	(603)	134,543
Employee Benefits - Direct	374,442	401,426	(26,984)	1,491,014
Computer Operation and Maint	4,797	5,565	(768)	22,264
COVID	18,178	0	18,178	0
Depreciation	12,070	10,251	1,819	41,000
Equipment - Repairs & Maintenance	0	984	(984)	3,940
Equipment - Replacements	0	1,749	(1,749)	7,000
Fall Prevention	16,230	4,149	12,081	16,600
Fall Prevention - Prov Subsidy	(8,587)	(4,149)	(4,438)	(16,600)
High Intensity Needs	1,464	7,500	(6,036)	30,000
High Intensity Needs - Non Claims Based	2,818	9,846	(7,028)	39,383
High Intensity Needs - Prov Subsidy	0	(7,125)	7,125	(28,500)
Incontinent Supplies - (Funded at \$1.20 per diem)	28,723	25,245	3,478	100,985
IPAC	0	29,415	(29,415)	117,657
IPAC MINOR CAPITAL	0	0	0	0
Lab Fees	1,020	1,626	(606)	6,500
Lab Fees - Prov Subsidy	0	0	0	(6,500)
Medical Director - (0.30 / day)	0	0	0	18,177
Medical Nursing Supplies	14,679	26,289	(11,610)	105,154
Medication Safety Technology	0	0	0	0
Memberships	0	249	(249)	1,000
Nurse Practitioner BM Support	0	0	0	0
Nurse Practitioner Expenses	46,408	49,710	(3,302)	184,639
Nurse Practitioner Provincial Subsidy	(30,711)	(30,711)	0	(122,844)
Phys-On-Call - Funded Exp (\$100 / bed)	0	0	0	16,600
Phys-On-Call - Prov Subsidy (\$100 / bed)	(4,555)	(4,149)	(406)	(16,600)
RAI / MDS Expenses	26,464	31,675	(5,211)	117,657
RAI / MDS Prov Subsidy	0	0	0	0
Recoveries	(4,509)	0	(4,509)	0
Recoveries - Wages	(3,134)	0	(3,134)	0
Surplus Adjustment - Depreciation	(12,070)	(10,251)	(1,819)	(41,000)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
March 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>RAW FOOD</u>	<u>165,915</u>	<u>166,626</u>	<u>(711)</u>	<u>666,490</u>
Dairy	18,651	20,001	(1,350)	80,000
Groceries and Vegetables	90,473	91,998	(1,525)	367,990
Meat	52,162	50,001	2,161	200,000
Nutrition Supplements	5,024	5,001	23	20,000
Recoveries	(396)	(375)	(21)	(1,500)
<u>FOOD SERVICES</u>	<u>392,109</u>	<u>399,420</u>	<u>(7,311)</u>	<u>1,487,194</u>
Salaries	329,088	328,136	952	1,218,791
Salary Allocations	(16,812)	(16,813)	1	(62,443)
Employee Benefits	67,293	70,000	(2,707)	260,000
Café M	0	0	0	0
Computer Operation and Maint	0	0	0	0
COVID	840	0	840	0
Depreciation	4,274	3,249	1,025	13,000
Dietary Supplies	4,934	5,637	(703)	22,545
Equipment - Operation and Replacement	689	2,742	(2,053)	10,960
Food Wrap & Disposable Items	2,551	2,859	(308)	11,432
Purchased Services - BM Staff Support	5,762	5,359	403	19,909
Recoveries	(862)	0	(862)	0
Replacement - Dishes/Cutlery	134	2,499	(2,365)	10,000
Surplus Adjustment - Depreciation	(4,274)	(3,249)	(1,025)	(13,000)
Vending - Net Proceeds	(1,509)	(999)	(510)	(4,000)
<u>HOUSEKEEPING SERVICES</u>	<u>261,744</u>	<u>240,306</u>	<u>21,438</u>	<u>897,064</u>
Salaries	205,819	191,111	14,708	709,842
Employee Benefits	40,843	33,445	7,398	124,222
COVID	0	0	0	0
Depreciation	897	750	147	3,000
Equipment - Operation/Maint.	186	438	(252)	1,750
Equipment - Replacements	0	1,251	(1,251)	5,000
Furniture - Replacements	0	0	0	0
Housekeeping Supplies	14,896	13,749	1,147	55,000
Other	0	312	(312)	1,250
Recoveries	0	0	0	0
Surplus Adjustment - Depreciation	(897)	(750)	(147)	(3,000)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>75,863</u>	<u>76,992</u>	<u>(1,129)</u>	<u>289,102</u>
Salaries	58,635	56,259	2,376	208,962
Employee Benefits	11,028	9,789	1,239	36,360
COVID	0	0	0	0
Depreciation	1,998	375	1,623	1,500
Education	0	0	0	0
Equipment - Replacements	328	624	(296)	2,500
Equipment Operation/Maint.	1,577	624	953	2,500
Laundry Supplies	5,444	5,922	(478)	23,690
Recoveries	(1,150)	0	(1,150)	0
Replacements	0	3,774	(3,774)	15,090
Surplus Adjustment - Depreciation	(1,998)	(375)	(1,623)	(1,500)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
March 2023**

3

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>297,386</u>	<u>300,096</u>	<u>(2,710)</u>	<u>1,184,736</u>
Salaries	72,479	71,841	638	266,836
Employee Benefits	15,194	19,932	(4,738)	74,032
Computer Operation and Maint	0	1,641	(1,641)	6,562
COVID	5,739	0	5,739	0
Depreciation	203,703	198,750	4,953	795,000
Equipment - Operation/Maint.	0	0	0	0
Equipment - Replacements	16,675	15,000	1,675	60,000
Furniture - Replacements	0	0	0	40,380
Hydro	10,309	13,000	(2,691)	200,000
Insurance	97,917	83,273	14,644	83,273
IPAC minor capital	0	0	0	0
Natural Gas	17,517	15,000	2,517	75,000
Purchased Services	41,984	70,749	(28,765)	283,000
Recoveries	(3,913)	0	(3,913)	0
Repairs/Maint./Bldgs./Grounds	33,082	24,711	8,371	98,853
Replacements/Capital	0	0	0	0
Resident - Cable System	5,836	5,874	(38)	23,500
Resident - Cable/Phone Recoveries	(15,433)	(20,925)	5,492	(83,700)
Surplus Adjustment - Depreciation	(203,703)	(198,750)	(4,953)	(795,000)
Water / Wastewater	0	0	0	57,000
<u>GENERAL AND ADMINISTRATIVE</u>	<u>490,072</u>	<u>362,570</u>	<u>127,502</u>	<u>1,170,446</u>
Salaries	163,776	114,082	49,694	423,732
Salary Allocations	0	0	0	0
Employee Benefits	43,895	38,384	5,511	142,566
Accreditation	0	5,971	(5,971)	5,971
Admin Charges	30,782	30,783	(1)	123,128
Advertising/Awards	1,342	249	1,093	5,000
Audit	0	0	0	10,350
Computer Operation and Maint	35,105	17,601	17,504	70,400
Conventions	0	0	0	0
COVID	4,311	0	4,311	0
Depreciation	7,489	6,000	1,489	24,000
Equipment - Maintenance	1,858	2,598	(740)	10,392
Health & Safety Program	173	249	(76)	1,000
HR Charges	26,561	26,562	(1)	106,243
Insurance	80,171	71,046	9,125	71,046
Insurance Claim Costs	0	0	0	0
IT Charges	17,533	17,532	1	70,131
Legal & Labour Contract Costs	31,003	12,501	18,502	50,000
Loss (gain) of disposal of assets	10,397	0	10,397	0
Memberships / Subscriptions	14,629	4,194	10,435	16,770
Postage	1,454	1,626	(172)	6,500
Printing & Stationery	9,661	4,227	5,434	16,908
Purchased Services - From BM	19,942	14,711	5,231	54,641
Recoveries - Other	(11,389)	(11,038)	(351)	(75,996)
Recruiting	0	0	0	0
Staff Training	4,077	5,541	(1,464)	22,164
Surplus Adjustment - Depreciation	(7,489)	(6,000)	(1,489)	(24,000)
Surplus Adjustment - Disposal of Assets	0	0	0	0
Telephone	3,876	3,750	126	15,000
Travel	917	2,001	(1,084)	8,000
Uniform Allowance	0	0	0	16,500
MIRAMICHI LODGE TOTALS	<u>4,576,065</u>	<u>4,809,529</u>	<u>(233,464)</u>	<u>17,869,041</u>

COUNTY OF RENFREW
 TREASURER'S REPORT - MIRAMICHI LODGE
 March 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
RESIDENT DAYS	14,900	14,940	(40)	60,590
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>627,096</u>
Debenture Payment - Interest Only	0	0	0	58,234
Surplus Adjustment - Debenture Principal	0	0	0	568,862
Surplus Adjustment - Transfer to Reserves	0	0	0	0
Transfer to Bonnechere Manor	0	0	0	0
<u>SURPLUS ADJUSTMENT</u>	<u>218,177</u>	<u>175,899</u>	<u>42,278</u>	<u>703,600</u>
Surplus Adjustment - Capital Purchases	218,177	175,899	42,278	703,600
GRAND TOTAL EXPENDITURE	4,794,242	4,985,428	(191,186)	19,199,737

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
March 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
<u>MUNICIPAL SUBSIDY</u>	<u>472,323</u>	<u>472,326</u>	<u>(3)</u>	<u>1,889,293</u>
City of Pembroke -30.63%	155,867	155,868	(1)	623,467
County of Renfrew - 69.37%	316,457	316,458	(2)	1,265,826
<u>RESIDENTS REVENUE</u>	<u>1,012,822</u>	<u>1,016,055</u>	<u>(3,233)</u>	<u>4,064,219</u>
Bad Debt (Expense) / Recovery	0	0	0	0
Basic Accommodation	829,400	817,251	12,149	3,269,000
Bed retention	0	0	0	0
Estate Recoveries - Municipal	0	0	0	0
Estate Recoveries - Provincial	0	0	0	0
Preferred Accommodation	182,185	197,805	(15,620)	791,219
Preferred Accommodation - HIN Claims	0	0	0	0
Preferred Accommodation - Prov COVID Reimbursement	0	0	0	0
Respite Care	1,238	999	239	4,000
<u>OTHER REVENUE</u>	<u>46,467</u>	<u>12,450</u>	<u>34,017</u>	<u>49,800</u>
Donations	0	0	0	0
Donations In Kind	0	0	0	0
Interest Income	46,467	12,450	34,017	49,800
<u>GRANTS & SUBSIDIES</u>	<u>2,847,756</u>	<u>3,568,343</u>	<u>(720,587)</u>	<u>12,492,825</u>
Prov Revenue - 4hrs care - Nursing Staff Supplement	0	976,688	(976,688)	1,991,636
Prov Revenue - 4hrs care - Staff Supp Allied Health	0	65,691	(65,691)	262,760
Prov Revenue - Clinical Decision Making	10,000	0	10,000	0
Prov Revenue - COVID - Incremental costs	(42,725)	0	(42,725)	0
Prov Revenue - COVID - Lost Rev Advance	13,951	0	13,951	0
Prov Revenue - COVID - PSW Wage Enhancement	290,669	130,356	160,313	521,429
Prov Revenue - RHWB	14,442	0	14,442	0
Prov Revenue - Debenture Subsidy	156,774	156,774	0	627,096
Prov Revenue - ICIP	24,730	0	24,730	0
Prov Revenue - Medication Safety	79,858	0	79,858	0
Prov Revenue - Operating Subsidy - Accreditation	(14,544)	5,454	(19,998)	21,816
Prov Revenue - Operating Subsidy - Equalization	43,623	43,623	0	174,492
Prov Revenue - Operating Subsidy - Global LOC	111,786	114,582	(2,796)	458,333
Prov Revenue - Operating Subsidy - HIN NPC	9,996	9,996	0	39,984
Prov Revenue - Operating Subsidy - Nursing & Personal Care	1,599,390	1,599,390	0	6,517,967
Prov Revenue - Operating Subsidy - Other Accomodation	44,987	32,460	12,527	129,837
Prov Revenue - Operating Subsidy - Pay Equity	5,640	5,640	0	22,560
Prov Revenue - Operating Subsidy - Program & Support Service	185,400	185,400	0	755,591
Prov Revenue - Operating Subsidy - PSW / Behavioural Support	11,010	11,010	0	44,040
Prov Revenue - Operating Subsidy - RAI/MDS	22,116	22,116	0	88,464
Prov Revenue - Operating Subsidy - Raw Food	166,620	166,620	0	666,480
Prov Revenue - Operating Subsidy - RN	26,502	26,502	0	106,008
Prov Revenue - Support Prof Growth	21,739	5,541	16,198	22,164
Prov Revenue - Muncipal Modernization	0	0	0	0
Prov Revenue - Co-Payment Waiver	0	0	0	0
Provincial Revenue - IPAC	65,791	10,500	55,291	42,168
<u>SURPLUS ADJUSTMENT</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>703,600</u>
Surplus Adjustment - Trf from Reserves	0	0	0	703,600
GRAND TOTAL REVENUES	4,379,368	5,069,174	(689,806)	19,199,737
Municipal Surplus / (Deficit)	(414,873)	83,746	(498,619)	0
less: Depreciation	(231,375.05)	(220,323.00)	(11,052.05)	(881,292)
add: Transfer to Reserves	0.00	0.00	0.00	0
less: Transfer from Reserves	0.00	0.00	0.00	(703,600)
less: Disposal of Assets	0.00	0.00	0.00	0
add: Capital Purchases	218,176.87	175,899.00	42,277.87	703,600
add: Debenture Principal	0.00	0.00	0.00	627,096
ADJ Surplus / (Deficit)	(428,071.66)	39,322.00	(467,393.66)	(254,196)

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
March 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>CAPITAL PROGRAM - EXPENSES</u>	<u>98,053.42</u>	<u>132,155.00</u>	<u>(34,101.58)</u>	<u>695,266.00</u>
Salaries	72,238.18	79,758.00	(7,519.82)	296,246.00
Benefits	24,368.68	22,082.00	2,286.68	82,020.00
Capital Projects - Under Threshold	0.00	0.00	0.00	0.00
COVID	0.00	0.00	0.00	0.00
Infrastructure Management	(2,334.62)	21,816.00	(24,150.62)	283,000.00
Misc	79.10	1,500.00	(1,420.90)	6,000.00
Supplies	3,702.08	6,999.00	(3,296.92)	28,000.00
<u>ADMINISTRATION</u>	<u>407,086.98</u>	<u>425,616.00</u>	<u>(18,529.02)</u>	<u>1,221,535.00</u>
Salaries	129,654.40	152,205.00	(22,550.60)	565,331.00
Benefits	38,589.18	42,507.00	(3,917.82)	157,884.00
Advertising	71.43	2,499.00	(2,427.57)	10,000.00
Answering Service	1,555.65	1,149.00	406.65	4,600.00
Cell Telephone/Pager	2,720.28	3,300.00	(579.72)	13,200.00
Communications(Radio System)	18,819.43	18,000.00	819.43	72,000.00
Computer Hrdwr/Sftwr	22,056.99	15,000.00	7,056.99	60,000.00
Conferences & Conventions	3,850.32	2,500.00	1,350.32	7,500.00
Courier	172.85	192.00	(19.15)	770.00
COVID	0.00	0.00	0.00	0.00
Health & Safety (Protection)	1,559.77	0.00	1,559.77	42,000.00
Insurance	155,948.17	159,500.00	(3,551.83)	159,500.00
Insurance Claims Expense	13,291.00	8,751.00	4,540.00	35,000.00
Internet	565.45	1,275.00	(709.55)	5,100.00
Legal Fees	600.00	0.00	600.00	20,500.00
Membership Fees	4,611.44	4,950.00	(338.56)	9,000.00
Office Equipment Replacement	0.00	0.00	0.00	4,000.00
Office Supplies/Publications/Awards	1,182.07	2,499.00	(1,316.93)	10,000.00
Photocopier Supplies/Maint	727.07	1,050.00	(322.93)	4,200.00
Postage	0.00	114.00	(114.00)	450.00
Provincial Grants & Subsidies - COVID	0.00	0.00	0.00	0.00
Recruitment	76.32	0.00	76.32	0.00
Staff Training	7,059.94	5,001.00	2,058.94	20,000.00
Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
Surplus Adjustment - From Reserves	0.00	0.00	0.00	0.00
Telephone	2,818.58	2,799.00	19.58	11,200.00
Travel	1,156.64	2,325.00	(1,168.36)	9,300.00
<u>TRAILS</u>	<u>7,986.91</u>	<u>986,794.00</u>	<u>(978,807.09)</u>	<u>321,635.00</u>
Salaries / Benefits	320.06	0.00	320.06	0.00
Salary Allocations	0.00	25,020.00	(25,020.00)	100,077.00
Algonquin - Rental Recoveries	(921.70)	(17,000.00)	16,078.30	(30,000.00)
Algonquin Trail Development	8,106.01	1,037,073.00	(1,028,966.99)	4,148,295.00
Algonquin Trail Donations	0.00	0.00	0.00	(3,500,000.00)
Algonquin Trail Federal Recoveries	0.00	0.00	0.00	(1,470,000.00)
Algonquin Trail Other Recoveries	0.00	0.00	0.00	0.00
Algonquin Trail Prov Recoveries	0.00	(63,924.00)	63,924.00	(255,699.00)
Bad Debt Expense	0.00	0.00	0.00	0.00
K&P Rail Line Development	482.54	5,499.00	(5,016.46)	22,000.00
K&P Rail Recoveries - Provincial	0.00	0.00	0.00	(2,000.00)
Office Expense	0.00	126.00	(126.00)	500.00
Recruitment	0.00	0.00	0.00	0.00
Recovery - Provincial	0.00	0.00	0.00	0.00
Surplus Adj - Capital	0.00	0.00	0.00	3,534,000.00
Surplus Adj - Trf From Reserve	0.00	0.00	0.00	(2,225,538.00)
Surplus Adj - Trf to Reserve	0.00	0.00	0.00	0.00
Travel	0.00	0.00	0.00	0.00
<u>MAINTENANCE</u>	<u>2,394,593.26</u>	<u>1,965,600.00</u>	<u>428,993.26</u>	<u>6,512,490.00</u>
Salaries	659,971.84	616,223.00	43,748.84	2,288,842.00
Benefits	182,314.39	177,868.00	4,446.39	660,648.00
Bridges and Culverts	17.29	0.00	17.29	40,000.00
Hard Top Maintenance	60,669.68	0.00	60,669.68	385,000.00
Recoveries	(3,472.00)	(24,999.00)	21,527.00	(100,000.00)
Roadside Maintenance	60.72	0.00	60.72	150,000.00
Safety Devices	13,113.21	51,498.00	(38,384.79)	798,000.00
Winter Control	1,481,918.13	1,145,010.00	336,908.13	2,290,000.00
<u>EQUIPMENT</u>	<u>499,359.35</u>	<u>373,926.00</u>	<u>125,433.35</u>	<u>1,487,328.00</u>
Salaries	61,575.61	63,305.00	(1,729.39)	235,137.00
Benefits	20,196.42	21,081.00	(884.58)	78,300.00
Salary Allocations	(27,760.95)	(27,762.00)	1.05	(103,112.00)
COVID	0.00	0.00	0.00	0.00
Provincial Grants & Subsidies - COVID	0.00	0.00	0.00	0.00
Recoveries	0.00	0.00	0.00	(15,000.00)
Small Equipment, Misc	1,599.97	13,899.00	(12,299.03)	55,600.00
Surplus Adjustment - Capital Equipment	542,724.72	0.00	542,724.72	2,753,073.00
Surplus Adjustment - Trf From Reserves	(542,724.72)	0.00	(542,724.72)	(2,753,073.00)
Surplus Adjustment - Trf To Reserves	0.00	0.00	0.00	0.00
Vehicle Operating Costs - Fuel	245,070.56	162,000.00	83,070.56	635,000.00
Vehicle Operating Costs - Insurance	47,027.63	51,403.00	(4,375.37)	51,403.00
Vehicle Operating Costs - Licence	0.00	0.00	0.00	65,000.00
Vehicle Operating Costs - Repairs & Supplies	152,050.11	90,000.00	62,050.11	500,000.00
Vehicle Operating Revenue	(400.00)	0.00	(400.00)	(15,000.00)

COUNTY OF RENFREW
TREASURER'S REPORT - Operations Committee
March 2023

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
HOUSING	74,255.95	69,009.00	5,246.95	162,000.00
COVID	0.00	0.00	0.00	0.00
Major Repairs	0.00	0.00	0.00	0.00
Operating Expenses	61,220.49	69,009.00	(7,788.51)	162,000.00
Surplus Adjustment - Capital	13,035.46	0.00	13,035.46	317,000.00
Surplus Adjustment - Trf From Reserves	0.00	0.00	0.00	(317,000.00)
OTHER	1,765,142.87	1,200,000.00	565,142.87	31,007,756.00
Depreciation	2,672,038.15	2,450,001.00	222,037.15	9,800,000.00
Surplus Adjustment - Capital Construction	1,765,142.87	1,200,000.00	565,142.87	31,007,756.00
Surplus Adjustment - Depreciation	(2,672,038.15)	(2,450,001.00)	(222,037.15)	(9,800,000.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	0.00
CONSTRUCTION - LABOUR CLEARING ACCOUNT	0.00	0.00	0.00	0.00
Salaries	111,072.26	139,699.00	(28,626.74)	518,886.00
Benefits	28,255.24	37,712.00	(9,456.76)	140,070.00
Charge to Capital Construction above	(139,327.50)	(177,411.00)	38,083.50	(658,956.00)
TOTAL EXPENDITURES	5,246,478.74	5,153,100.00	93,378.74	41,408,010.00
ROADS REVENUES				
Municipal Contribution	3,475,685.87	3,947,699.00	(472,013.13)	10,216,019.00
Misc	5,650.00	5,401.00	249.00	75,000.00
Provincial Grants & Subsidies	704,002.00	0.00	704,002.00	2,815,973.00
Surplus Adjustment - Temp Loan	0.00	0.00	0.00	4,490,190.00
Surplus Adjustment - TRF from Reserves	1,061,140.87	1,200,000.00	(138,859.13)	23,810,828.00
TOTAL REVENUES	5,246,478.74	5,153,100.00	93,378.74	41,408,010.00
MUNICIPAL SURPLUS / (DEFICIT)	0.00	0.00	0.00	0.00

Renfrew County Housing Corporation
Consolidated Treasurer's Report
MARCH 2023

<u>Description</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>Variance</u>	<u>Full Year</u> <u>Budget</u>
SALARIES	512,149.33	520,955.00	(8,805.67)	1,934,981.00
BENEFITS	130,171.72	142,479.00	(12,307.28)	529,213.00
ADMINISTRATION	429,279.63	404,740.00	24,539.63	1,407,926.00
BUILDING - HEAT LIGHT POWER	133,582.03	248,049.00	(114,466.97)	992,195.00
BUILDING - CAPITAL REPAIRS - non TCA	341,323.65	178,248.00	163,075.65	713,000.00
BUILDING - ELEVATOR	9,233.34	17,043.00	(7,809.66)	68,163.00
BUILDING - GARBAGE REMOVAL	12,793.20	19,647.00	(6,853.80)	78,572.00
BUILDING - GROUNDS KEEPING	0.00	18,135.00	(18,135.00)	72,510.00
BUILDING - HEATING & PLUMBING	25,364.26	35,583.00	(10,218.74)	142,325.00
BUILDING - NATURAL GAS	45,272.37	51,588.00	(6,315.63)	206,384.00
BUILDING - PAINTING	48,949.10	61,722.00	(12,772.90)	246,913.00
BUILDING - REPAIRS & MAINTENANCE	181,594.81	121,341.00	60,253.81	485,327.00
BUILDING - SNOW REMOVAL	198,582.65	220,008.00	(21,425.35)	440,000.00
BUILDING - TAXES	440,854.22	446,816.00	(5,961.78)	1,787,287.00
BUILDING - WATER	139,501.34	197,987.00	(58,485.66)	791,921.00
FINANCIAL - COCHI	0.00	0.00	0.00	0.00
FINANCIAL - COHB	6,240.00	0.00	6,240.00	0.00
FINANCIAL - DEPRECIATION	336,577.52	300,000.00	36,577.52	1,200,000.00
FINANCIAL - HPP	296,078.84	387,942.00	(91,863.16)	1,551,773.00
HOME OWNERSHIP REVOLVING LOANS	71,655.43	0.00	71,655.43	0.00
FINANCIAL - IAH HADD	11,250.00	17,001.00	(5,751.00)	68,000.00
FINANCIAL - MORTGAGE - INTEREST	5,117.85	122,853.00	(117,735.15)	491,429.00
FINANCIAL - ONTARIO RENOVATES (IAH & SIF)	0.00	0.00	0.00	0.00
FINANCIAL - OPHI	48,000.00	80,262.00	(32,262.00)	321,045.00
FINANCIAL - RENT SUPPLEMENT	70,523.00	72,690.00	(2,167.00)	290,761.00
FINANCIAL - RENT WAIVER	620.00	37,494.00	(36,874.00)	150,000.00
Surplus Adjustment - Depreciation	(336,577.52)	(300,000.00)	(36,577.52)	(1,200,000.00)
Surplus Adjustment - Mortgage Principal	91,969.56	0.00	91,969.56	307,736.00
Surplus Adjustment - TCA	149,105.82	150,000.00	(894.18)	4,100,200.00
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
EXPENSES	3,399,212.15	3,552,583.00	(153,370.85)	17,177,661.00
COUNTY TRANSFER - BASE	1,381,718.25	1,381,719.00	(0.75)	5,526,873.00
COUNTY TRANSFER - COCHI	0.00	136,500.00	(136,500.00)	546,000.00
COUNTY TRANSFER - COCHI Admin	0.00	7,176.00	(7,176.00)	28,709.00
COUNTY TRANSFER - COHB	6,240.00	750.00	5,490.00	3,000.00
COUNTY TRANSFER - COHB Admin	0.00	0.00	0.00	0.00
COUNTY TRANSFER - SSRF	0.00	0.00	0.00	2,000,000.00
COUNTY TRANSFER - HPP	296,078.84	412,944.00	(116,865.16)	1,651,773.00
COUNTY TRANSFER - HPP Admin	29,970.40	33,483.00	(3,512.60)	133,927.00
COUNTY TRANSFER - IAH - HADD	11,250.00	17,001.00	(5,751.00)	68,000.00
COUNTY TRANSFER - IAH - Ontario Renovates	0.00	0.00	0.00	0.00
COUNTY TRANSFER - OPHI	48,000.00	142,761.00	(94,761.00)	571,045.00
COUNTY TRANSFER - OPHI Admin	0.00	7,515.00	(7,515.00)	30,055.00
GAIN / (LOSS) - DISPOSAL OF ASSETS	0.00	0.00	0.00	0.00
HOME OWNERSHIP REVOLVING LOANS	71,655.43	0.00	71,655.43	0.00
INTEREST ON INVESTMENTS	23,300.80	18,750.00	4,550.80	75,000.00
MISC REVENUE	14,118.00	16,254.00	(2,136.00)	65,000.00
PROV SUBSIDY - DEBENTURES	0.00	0.00	0.00	474,077.00
Surplus Adjustment - Transfer from Reserves	0.00	0.00	0.00	1,204,200.00
TENANT REVENUE	1,237,111.91	1,200,027.00	37,084.91	4,800,002.00
REVENUES	3,119,443.63	3,374,880.00	(255,436.37)	17,177,661.00
Municipal SURPLUS / (DEFICIT)	(279,768.52)	(177,703.00)	(102,065.52)	0.00
less: Surplus Adjustment - Depreciation	(336,577.52)	(300,000.00)	(36,577.52)	(1,200,000.00)
add: Surplus Adjustment - TCA	149,105.82	150,000.00	(894.18)	4,100,200.00
add: Surplus Adjustment - Transfer To Reserves	0.00	0.00	0.00	0.00
less: Surplus Adjustment - Transfer From Reserves	0.00	0.00	0.00	(1,204,200.00)
add: Surplus Adjustment - Principal Payments	91,969.56	0.00	91,969.56	307,736.00
Accounting SURPLUS / (DEFICIT)	(375,270.66)	(327,703.00)	(47,567.66)	2,003,736.00

9 INTERNATIONAL DRIVE
 PEMBROKE, ON, CANADA
 K8A 6W5
 613-735-7288
 FAX: 613-735-2081
www.countyofrenfrew.on.ca



Office of the
 County Warden

January 25, 2023

The Honourable Michael Kerzner
 Solicitor General
 Ministry of the Solicitor General
 George Drew Building
 25 Grosvenor Street, 18th Floor
 Toronto, ON M7A 1Y6

BY EMAIL: Michael.kerzner@ontario.ca

Dear Minister Kerzner:

The Council of the Corporation of the County of Renfrew annually reviews the Provincial Offences workload statistics, which includes charges received. The Council of the Corporation of the County of Renfrew is aware that the onset of the COVID-19 pandemic in March 2020 had impacted these numbers, they have also noted that there was a 13% increase in charges received in 2022, compared to 2021, however charges received to date are still well below the pre-COVID charges. The following summary chart provides a seven-year history of charges received:

Date	Charges Received
2016	10,910
2017	10,424
2018	12,291
2019	10,005
2020	7,974
2021	8,581
2022	9,723

Therefore, the Council of the Corporation of the County of Renfrew has adopted a resolution at our January 25, 2023 meeting, directing that Warden Emon send you a letter seeking clarification on the number of fines being dispensed in the County of Renfrew during 2022, and would respectfully request that you respond to this inquiry.

Thank you for your consideration of our request.

Yours sincerely,

Peter Emon, Warden
 County of Renfrew

warden@countyofrenfrew.on.ca

Ontario
Provincial
Police

Police
provinciale
de l'Ontario



Upper Ottawa Valley OPP

77 International Drive
Pembroke ON K8A 6W5

1913 Petawawa Boulevard
Pembroke On K8A 7H5

Telephone/Téléphone:

613-732-3332 / 613-735-0188

Facsimile/Télocopieur:

613-732-1855 / 613-735-7427

File number/Référence:

April 13th, 2023

Mr. Peter Emon
Warden
County of Renfrew
warden@countyofrenfrew.on.ca

Dear Mr. Emon:

Thank you for your letter dated January 25th, 2023 advising of Renfrew County Council's resolution seeking clarification of enforcement activities in Renfrew County.

The Upper Ottawa Valley Detachment of the Ontario Provincial Police (OPP) acknowledges Renfrew County's request to substantiate why charges received to date "are still well below the pre-COVID charges."

The top priority of the OPP remains, as always, public safety. Ensuring the safety and security of our residents and communities forms the very cornerstone of our OPP Vision. The OPP always endeavours to positively influence driver behaviours through high visibility, education and targeted enforcement, in an effort to save lives. The OPP does not issue tickets or carry out enforcement as a revenue generating activity, but rather to ensure and maintain public safety. As such, the Upper Ottawa Valley OPP has focused on traffic safety as a whole, maintaining a high number of RIDE checks, a focus on Commercial Motor Vehicle enforcement, and targeted patrols in areas where speeding was identified as a concern either through analytics or public complaints.

The pandemic has been challenging for law enforcement, however, the Upper Ottawa Valley OPP has been ever increasing its traffic response through public education in the media, an increased social media presence, and supporting municipalities with Black Cat Speed Study programs which provides us with the analytics to ensure we have targeted enforcement in the right place at the right times. I would be remiss, if I didn't acknowledge our ongoing safety partnerships with key stakeholders in the Ministry of Transportation, Ministry of Natural Resources as well as the Deep River Police Service and Garrison Petawawa Military Police.

In closing, the OPP is committed to providing the best policing services to our communities and working collaboratively with our community partners to ensure public safety needs are met.

Sincerely and respectfully,

Inspector Stephan Neufeld
Detachment Commander
Upper Ottawa Valley
Ontario Provincial Police

CC Inspector Dawn Ferguson, Renfrew OPP
S/Sgt Pat DiSaverio, Killaloe OPP
Pembroke Police Service Board Chair
Petawawa Police Service Board Chair



Employer Administration Manual

7. Council member overview

The OMERS Plan defines a councillor as "...a person who is a member of a council of a municipality...". Council members are usually elected officials.

Members of school boards (trustees) or other local boards, elected or appointed, are not included in this definition and **may not** enrol in the Plan.

A council can choose to enrol all council members in the Plan (including the head of council) or the head of council only. Council members, without the head of council, cannot enrol in the Plan. The terms and conditions of membership for council members are similar to those for regular municipal employees.

Existing council members

At the effective date of council enrolment, existing council members can individually choose to enrol in the Plan. A council member who does not enrol on the effective date can choose to enrol at a future date.

New council members

After the effective date of council enrolment, any new or future council members must enrol in the Plan. However, council members (like regular municipal employees) cannot enrol later than November 30 of the year of their 71st birthday.

Retired OMERS members

Council members who are also retired OMERS members are automatically enrolled in the Plan, however, they can choose to opt out and not enrol. For more information, see [Council members receiving a pension](#).

7.1 Classification of council members as members

A council may choose to enrol in the OMERS Plan even if the employees of the municipality are not members.

The council, as a group or class, is treated separately for purposes of OMERS membership.

7.2 Initiate participation for council members

Follow these steps to initiate participation in the OMERS Plan for a new group of council members or head of council.

1. Contact OMERS ([General contact information](#)) indicating the intent to participate in the Plan.
2. OMERS will provide a template by-law with instructions.
3. Council must pass the by-law that authorizes participation and states the effective date.
4. Send a certified copy of the by-law to OMERS.

5. Forward a listing of all council members at the participation date and indicate those who are electing to join and those who are electing not to.
6. Complete an *Enrolling a member* (102) e-form for all council members enrolling in the Plan.

The enrolment process is the same as for continuous full-time members. For more information, see [Enrolment procedure](#).

7.3 Contributory earnings for council members

A council member's contributory earnings are defined in the OMERS Plan as taxable "money paid to the councillor for the councillor's services as a councillor under the *Municipal Act*".

Therefore, the contributory earnings of a council member are the taxable earnings, excluding any additional nontaxable allowances or reimbursements.

Before 2019, some municipalities decided to keep one third of the council member's salary as a non-taxable expense reimbursement. Any non-taxable monies to reimburse expenses are excluded from contributory earnings.

As of January 1, 2019, because of a 2017 Federal Budget change, municipalities are no longer able to keep this one third tax exemption and council members must be taxed on their full salary. These taxable earnings are included in contributory earnings.

A council member receives contributory earnings as payment for their services under the *Municipal Act*. If the council member is not re-elected, any money that is paid as severance is not for their services as a council member and is ineligible in the Plan.

Contribution rates

OMERS contributions should be calculated on and deducted from the contributory earnings paid to the council member. The contribution rates for council members and the pension benefits earned by council members are the same as for other OMERS normal retirement age (NRA) 65 members.

7.4 Credited service for council members

OMERS assumes that council members are continuous full-time members.

Council members earn credited service for the period of time that they are an elected official. For more information, see [Credited service](#).

7.5 Council member re-election

OMERS membership continues for council members who are re-elected for consecutive terms. This is not a termination and re-enrolment.

The period of time between terms of office, if any, cannot be purchased.

7.6 Council members receiving a pension

A retired OMERS member who is elected to a participating council before December 1 of the year of their 71st birthday will be re-enrolled in the OMERS Plan unless they elect not to enrol.

The same re-enrolment rules for retired members apply to council members as are applied to any other OMERS member. For more information, see [Re-employed retired members](#).

7.7 Dual membership for council members

Dual membership for council members in the OMERS Plan may occur when:

- A member is simultaneously an employee of a participating municipality and a member of a participating council, or,
- A member is simultaneously a council member with more than one participating council.

Each employment situation is a separate enrolment. However, council members (like any other OMERS members) may not receive a pension and contribute to the Plan at the same time.

For information about members with dual membership starting their pension, see [Retirement for dual members](#).

Last modified: December 2019

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 amended policy attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - E-11 Flexible Work Arrangements
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this ~~26th~~ **31st** day of ~~May~~ **April**, 2023.

READ a second time this ~~26th~~ **31st** day of ~~May~~ **April**, 2023.

READ a third time and finally passed ~~26th~~ **31st** day of ~~May~~ **April**, 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: E-11
POLICY: Flexible Work Arrangements				
DATE CREATED: May /23	REVIEW DATE:	REVISION DATE:	COVERAGE: All Employees	PAGE #: 1 of 9

POLICY STATEMENT

The County of Renfrew recognizes that as workplaces continue to evolve, organizations must also evolve to ensure operational excellence without sacrificing the work/life balance of its workforce. While this policy aims to create flexibility for the County of Renfrew’s workforce, it is essential that productivity, collaboration, corporate culture, service delivery and work performance continue to meet the standards set by the County of Renfrew and the expectations of the communities we serve. Many positions across the County of Renfrew are on-site positions given the nature of our mission to deliver exceptional customer service. Alternative work arrangements may not be suitable for all employees/positions across the Corporation.

It should be noted that while alternative work arrangements may be granted in order to satisfy a duty to accommodate under the *Ontario Human Rights Code, 1990*, they may also be granted in situations where the duty to accommodate is not applicable. Therefore, not all approved alternative work arrangements mean there is a *Code* obligation to do so.

Any employee approved for a flexible work arrangement acknowledges and agrees to comply with all County of Renfrew policies, practices, protocols, by-laws, resolutions, motions, rules, regulations, and directives (“policies”), as amended or replaced, and at the sole discretion of the County of Renfrew. The Employee agrees to comply at all times with prevailing laws, or any other relevant governing legislation.

POLICY SCOPE

This policy applies to all County of Renfrew employees and takes effect July 1, 2023 on a one-year trial basis. This policy covers the following content:

- Alternative Work Arrangement Eligibility and Application
- Types of Alternative Work Arrangements
 - Remote Work
 - Flex-Time
 - Compressed Work Week

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- Revoking or Altering an Alternative Work Arrangement
- Compensation Adjustments
- Confidentiality and Security
- Health and Safety

All unionized employees are encouraged to consult their applicable collective agreement for deviations to this policy.

POLICY DEFINITIONS

Alternative Work Arrangement – means any permanent or temporary change to work schedule, hours or location from standard hours of work, work schedule or work location that is approved by your Supervisor and Department Head. Examples include remote work, flex-time, or a compressed work week.

Remote Work – employees can complete their job duties from an alternative work location that is not a County of Renfrew work location.

Flex-Time – employees work their regular daily and/or weekly hours, but outside the normal start and end times of each day.

Compressed Work Week – employees work a longer day in exchange for a reduction in the number of working days in a pay period, while still working the standard number of hours for the position in a pay period.

Corporate Policies and Procedures				
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POLICY CONTENT

1. Alternative Work Arrangement Eligibility and Application

While an alternative work arrangement may be available to some employees, such arrangements are assessed on a case-by-case basis and are not universal or implied. With this in mind, alternative work arrangements may not be available to all staff. While not an exhaustive list, the following may prevent an application for an alternative work arrangement from being approved:

- Nature of the duties and responsibilities of the position.
- Operational demands placed on the position or the department.
- Potential for disruptions to communication, operations, productivity and service delivery.
- Accessibility, safety and security concerns; or
- At the Supervisor and Department Head’s discretion, which may include:
 - The reasons for requesting the arrangement;
 - Whether the arrangement meets operational needs;
 - Whether the arrangement is economical;
 - Whether the arrangement is reasonable;
 - Whether attendance, performance or quality will be negatively affected;
 - Whether regular supervision and communication is possible;
 - Whether the position requires face-to-face interaction with other staff, clients, customers, representatives, contractors or members of the public;
 - Whether the employee can undergo business travel and report to other locations if required; and
 - Any other factors that may be relevant to reasonably assess an application.

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In order to be eligible for an alternative work arrangement, employees must have completed their probationary period of employment. Alternative work arrangements that may satisfy accommodation requirements under the *Code* for an employee that has not yet completed their probationary period will not be unreasonably withheld.

Flexible work arrangements for new employees will be assessed during the onboarding and probationary period to ensure employees are supported in building confidence, connectivity and organizational competency, as well as having the opportunity to demonstrate an understanding of the roles and responsibilities required to successfully perform their duties.

If an alternative work arrangement is approved, the arrangement will be formalized via an Alternative Work Arrangement Agreement, which outlines the terms and conditions of the arrangement. All applications will be reviewed in a manner that is fair and transparent.

An employee who works in multiple departments will require approval from all applicable Department Heads as part of their application. To begin the alternative work arrangement process, employees are encouraged to submit an application form to their Supervisor/Manager, which can be found in **Appendix A**.

2. Types of Alternative Work Arrangements

The job and employee characteristics listed below are examples only and can differ from department to department, or position to position. It is recommended that managers and employees review the self-assessment form to assist in determining if a flexible work arrangement is a fit for the employee and the department. This self-assessment can be found in **Appendix A**.

Alternative work arrangements can include any **one** of the below arrangements:

- I. Remote Work
- II. Flex-Time
- III. Compressed Work Week

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I. Remote Work

Remote work allows for aspects, or all of an employee’s job to be performed off-site, usually at the employee’s primary residence, during regularly scheduled office hours as determined by the County of Renfrew. Since the employee must be accessible and the employee is required to devote their full time and attention to their assigned tasks, remote work is not a substitute for childcare or eldercare. The maximum number of days will be determined during the application process.

II. Flex-Time

Flex-time allows employees to adjust the start and end times for their work day while still working their standard number of hours per week. Flex-time does not reduce the total number of hours worked in a given week, nor should it increase the hours, unless overtime has been approved by the manager. Flex-time schedules are expected to fall within the core business hours of the department.

III. Compressed Work Week

A compressed work week is one where a full-time employee maintains a base number of hours worked, but over fewer days per week. For example, a full-time 40 hour/week employee may work four 10-hour days instead of five 8-hour days. A 35 hour/week Employee may also elect to work hours such as 8 a.m. to 5 p.m. with a reduction to their meal break to ensure they work their standard 35 hours in a week over the period of 4 days instead of 5 days.

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3. Revoking or Altering a Flexible Work Arrangement

If an application for an alternative work arrangement has been approved in writing by the Department Head, it will commence in accordance with the terms of the arrangement outlined in the Agreement, and this policy. This policy, and any alternative work arrangement, does not override terms of a collective agreement or an existing employment contract that would otherwise prevail. An alternative work arrangement under this policy does not remove the worker's obligation to abide by all County of Renfrew policies, practices, protocols, by-laws, resolutions, motions, rules, regulations, and directives.

The County of Renfrew may alter or revoke approval for a flexible work arrangement if:

- The arrangement is no longer satisfying its purpose(s);
- The arrangement has resulted in performance below the standard required in the role;
- The arrangement has resulted in absenteeism;
- The arrangement is being abused by the worker;
- The arrangement has resulted in barriers to communication and/or supervision;
- The arrangement is sub-optimal in terms of efficiency and/or productivity;
- The arrangement presents health and safety, privacy or security risks for the employee and/or the County of Renfrew;
- The arrangement has created undue financial or operational strain for the County of Renfrew;
- The worker is not adhering to agreed upon standards for normal hours of work, overtime, and eating/break periods;
- The worker has breached this policy or their alternative work arrangement agreement; or;
- The County of Renfrew deems it necessary to alter or withdraw approval for the arrangement in its sole discretion.

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If the County of Renfrew alters or withdraws approval of an alternative work arrangement, efforts will be made to provide written notice by the Supervisor that is reasonable in the circumstances. In some cases, no notice will be provided, and the employee will be expected to commence a standard work week and schedule immediately. Workers may request changes to their alternative work arrangement, subject to the written approval of the Supervisor/Manager and Department Head.

4. Compensation Adjustments

The employee's compensation, benefits, work status and work responsibilities will not change as a result of participation in the flexible work arrangement program. A flexible work arrangement cannot:

- Create instances of overtime or shift differential,
- Be used to take away the opportunity for overtime or shift differential pay.
- Create additional expenses for the County of Renfrew, including but not limited to office supplies and furniture, electronic equipment, telephone or internet costs.

5. Confidentiality and Security

If an alternative work arrangement includes remote work, special consideration must be taken to ensure that confidential information and County of Renfrew property is safeguarded and secure. All workers that perform work in another work location other than a County of Renfrew building, will abide by the following confidentiality and security measures:

- Confidential documents will not be removed from the building they reside in. All non-confidential documents must be signed out when removed and signed back in when returned. If in doubt as to whether a document is confidential and/or sensitive in nature, employees should consult with their Supervisor/Manager or Department Head before removing the document;

Corporate Policies and Procedures

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- County of Renfrew devices, software and programs must be used at all times when completing work to ensure data and information is secure and confidential;
- Refrain from connecting personal devices or drives to County of Renfrew devices;
- Save work product, files, documents and information on the appropriate County of Renfrew platforms to ensure these are available to the County of Renfrew at any time;
- Refrain from removing work product, files, documents and information from County of Renfrew devices;
- Use County of Renfrew owned resources for County of Renfrew business purposes only;
- Protect County of Renfrew property from theft, damage, or misuse;
- Take every reasonable precaution to ensure work product, files, documents, information, equipment and devices are not accessible to anyone that is not you;
- Permit County of Renfrew staff to enter your work location if they require access to equipment and County of Renfrew records (paper and electronic) kept at the work location;
- Ensure compliance with privacy legislation such as the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) at all times; and
- Promptly return any and all County of Renfrew equipment, resources, property, work product, files, or information should employment end, or the arrangement conclude.

Failure to adhere to these policy provisions could lead to cybersecurity concerns, data breaches, theft or losses causing irreparable harm to the County of Renfrew, which may result in discipline up to and including dismissal. Depending on the circumstances, workers may be held personally liable for any damages or losses experienced by the County of Renfrew.

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6. Health and Safety

If an alternative work arrangement has been approved, the employee will abide by the following County of Renfrew health and safety practices and procedures:

- Promptly report, in accordance with legislative and County of Renfrew requirements, any job-related accident, near miss, or illness to their Supervisor that occurred in the course and scope of employment while working.
- Employees performing remote work will not meet with clients or their co-workers in person outside of County of Renfrew sanctioned location(s). Employees are expected to complete check-ins/check-outs with their supervisor if attending a meeting outside of their designated work location. Mutually agreed upon virtual meetings with clients or co-workers are permitted.
- If performing remote work, permit County of Renfrew staff to make onsite visits to their work site at a mutually agreed upon time to ensure that the designated workspace is safe and free from hazards. If the workspace is unsafe, the County of Renfrew may implement corrective measures to make it safe. If the workspace cannot be made safe, or the remote worker refuses to abide by corrective measures, the County of Renfrew may deny or revoke an alternative work arrangement.
- Any employee performing remote work, working from an approved alternative work location will be covered by workers' compensation for job-related injuries that occur in the course and scope of employment while working from home. Remote workers remain liable for injuries to third parties that occur on the remote worker's premises.

The County of Renfrew maintains the right to investigate any alleged accident or injury claims that occur at the home, or any location where the accident, near miss, injury or illness occurred while performing work for the County of Renfrew.

Appendix A

Flexible Work Arrangements Information Guide inclusive of Appendices.

Flexible Work Arrangements Information Guide

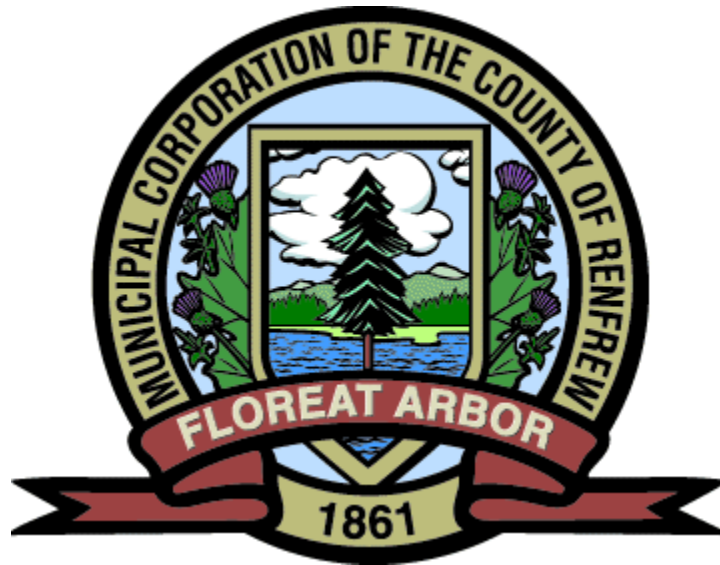


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Introduction

The County of Renfrew recognizes that as workplaces continue to evolve, organizations must also evolve to ensure operational excellence without sacrificing the work/life balance of its workforce. Like many leading organizations, the County of Renfrew supports enabling a work culture that is collaborative, engaging, inclusive, and encouraging of flexibility in employee work arrangements and scheduled hours of work whenever possible. Implementing schedule and location flexibility can be beneficial for both managers and employee. It can improve work/life balance for staff, provide greater flexibility for departments in addressing operational and customer needs, and potentially lead to a greener commute.

Many positions across the County of Renfrew are on-site positions given the nature of our mission to deliver exceptional customer service. Alternative work arrangements may not be suitable for all employees/positions across the Corporation.

Work/life balance is highly personal. It can mean different things to different people at different stages of their lives. Individual priorities may range from juggling family responsibilities, contributing to the community, maintaining health and wellbeing, studying, transitioning to retirement as well as participating in leisure activities.

Employees interested in a Flexible Work Arrangement (FWA) should discuss their particular needs with their manager. FWA have to make sense from an operational and customer service perspective. They also must adhere to all collective agreements. As such, not all positions or employees are suited to an FWA.

This guide presents a brief overview of the County of Renfrew's flexible work options. It identifies benefits and expectations to managers and employees, and is meant to be a guide for you and your manager when determining which, if any, FWA is a fit for you and your department.

For further information please speak with your Manager and/or Director or Human Resources.

Why Flexible Work Arrangements?

Flexible work arrangements offer alternative approaches to getting work done through non-traditional work hours, locations, and/or job structures. Flexible work arrangements meet many needs including:

- increase work/life balance for staff
- greater flexibility for departments in addressing operational and customer needs.

Additionally, studies show that FWA can:

- Increase individual and department effectiveness
- Increase employee morale, engagement and commitment to the organization
- Foster a positive work attitude
- Improve employee attendance
- Promote "green" initiatives
- Promote cross training with departments
- Encourage effective use of limited work space.

It is important to note that flexible work arrangements as outlined in this guide are **not** substitutions for, or part of, an accommodation plan for employees. In cases where an employee requests a flexible work arrangement for medical reasons, to accommodate a disability or family status, the County of Renfrew has a duty to accommodate all persons that require accommodation based on a protected ground (to the point of undue hardship). There is a separate process in place to arrange for accommodation related to illness or disability. Please connect with your Manager or Human Resources if you have questions on these requests.

The Role of Managers

Supportive managers are critical for the successful implementation of FWA. They should:

- consider all flexible work proposals with an open mind and explore new ways of working
- discuss the flexible work options with staff and the reasons why flexible work options may or may not be suitable to their department
- be aware of the policy and procedures and collective agreements that may influence decision-making
- ensure workloads are managed and the team remains supportive and cohesive while implementing FWA
- document and regularly review FWA to ensure they benefit both the employee and the County of Renfrew; and
- model a healthy work-life balance as much as possible – employees often follow the work style of their immediate manager.

The Role of Employees

All employees play a vital role in making FWA work. Employees need to:

- develop an FWA proposal that addresses department needs first and the impact it may have on the productivity of others
- understand that not all flexible work options are suitable
- ensure effective implementation of the FWA by planning and prioritizing work, communicating with managers and colleagues
- be able to adjust to changing business needs (eg. an employee who normally works a reduced work week may need to work more hours in any given week to meet a project deadline or other business need such as vacation coverage)
- regularly review arrangements with their manager to ensure it remains mutually beneficial
- Communicate any challenges or concerns regarding their FWA schedule or the program in general to their immediate supervisor; and
- Work together with co-workers to determine a solution if two individuals are requesting the same or similar FWA and both cannot be accommodated.

Types of Flexible Work Arrangements

The job and employee characteristics listed below are examples only and can differ from department to department, or position to position. It is recommended that managers and employees review the self-assessment form to assist in determining if an FWA is a fit for the employee and the department.

Remote Work Arrangement

Remote work allows for a portion of an employee's job to be performed off-site, usually at the employee's primary residence. Since the employee must be accessible and the employee is required to devote their full time and attention to their assigned tasks, remote work is not a substitute for childcare or eldercare. The maximum number of days an employee can work remotely will be determined during the application process. Remote work is to be conducted during core business hours of operation.

Characteristics of jobs that work successfully by working remotely may include:

- work that is project based and results are measurable
- work that can be sent to and from the employee's home with ease, speed and confidentiality
- work that involves a high percentage of work that can be performed from an alternative location
- work that requires very little need for face-to-face contact with managers, clients, members of the public, other employees etc.
- work that requires minimal access to equipment, materials, files, etc. that are situated only at the workplace
- security requirements of the job can be met from a remote location
- confidentiality requirements of the job can be met from a remote location.

Employees suited to working remotely:

- are independent
- do not require constant supervision or feedback
- do not have a high need for continual social interaction or being with others – they can handle solitude
- are proven job performers
- are self-motivated, well-organized, and disciplined in their approach to work
- share mutual trust with managers and supervisors
- can make the appropriate childcare or eldercare arrangements
- are able to mentally separate their office from the rest of their home, and the demands of work, from the demands of family
- have a good understanding of their own job requirements
- are familiar with their work, their organizational culture, and their co-workers – employees may be less likely to assist a person working from home if they don't know them and the person at home may be less likely to contact someone they don't know
- have a suitable home office, one that is well-equipped with the right tools, technology, is safe, quiet and ergonomically sound.

For remote workers on an approved remote work arrangement the following will apply:

- Any travel expenses are subject to reimbursement under the County of Renfrew Expense Reimbursement policy. Mileage will be paid from either the remote worker's home or their alternative work location as outlined in their flexible work arrangement, whichever is less.
- Provide or secure their own utilities including but not limited to furniture, lighting, heating, internet, telephone, printer supplies, or any other amenities required to perform work.
- The County of Renfrew will not be held liable for any damages to a remote worker's property or any injuries to family members, visitors or other's in the remote worker's home.
- It is the remote worker's responsibility to consult with an insurer for any coverage implications due to working remotely. The remote worker must certify they have home insurance if their alternative work location is their home.

Flex-Time

Flex-time allows employees to adjust the start and end times for their work day while still working their standard number of hours per week. Flex-time does not reduce the total number of hours worked in a given week, nor should it increase the hours, unless overtime has been approved by the manager. Flex-time schedules are expected to fall within the core business hours of the department.

Characteristics of jobs that can work successfully under a flex-time arrangement may include:

- Work that provides direct customer service where extending the standard hours of operation would improve customer service.
- Work that requires minimal contact with customers or co-workers, allowing for work to be completed outside the normal hours of operation.
- Tasks that require a minimum of supervision.
- Work that is project based.

Employees suited to working flex-time:

- Can arrange their schedules to co-ordinate with the times they are most productive.
- Can adjust their personal demands to match the flex schedule.
- Have a good understanding of their job requirements.
- Are disciplined in their approach to work.
- Are skilled communicators and take the initiative to keep themselves informed.

For flex-time workers on a flexible work arrangement the following will apply:

- Operational needs, space considerations, and health and safety issues may prevent granting a request for flex-time or requiring modification to a flex-time arrangement.
- Flex-time will not negatively affect the workload or productivity of co-workers either by shifting burdens or creating delays and additional steps in the work flow.
- Be able to adjust to changing business needs.

Compressed Work Week

A compressed work week is one where a full-time employee maintains a base number of hours worked, but over fewer days per week. For example, a full-time employee who regularly works 40 hours per week, may work four 10-hour days instead of five 8-hour days. An Employee who regularly works a 35-hour work week, may also elect to work hours such as 8am to 5pm with a reduction to their meal breaks to ensure they work their standard 35 hours in a week over the period of 4 days instead of 5.

Characteristics of jobs that can work successfully under a compressed work week arrangement may include:

- Work that is project based with flexible deadlines.
- Tasks that require minimum supervision.
- Job requirements can be scoped to fit this flexible work arrangement.
- Coverage can be arranged on each other's off days.

Employees suited to working compressed work weeks:

- Are organized to complete all required tasks in the compressed schedule.
- Strong communication skills with peers and manager.
- Excellent time-management and planning skills.
- Strong team-building and team-maintenance skills.
- Can control when their work gets done in terms of hours and days.

For compressed work week workers on a flexible work arrangement the following will apply:

- Daily hours exceeding five (5) require a minimum of 30 minutes for an eating period free from work.
- Operational needs, space considerations, and health and safety issues may prevent granting a request for compressed work week or requiring modification to a compressed work week arrangement.
- Compressed work week will not negatively affect the workload or productivity of co-workers either by shifting burdens or creating delays and additional steps in the work flow.
- Be able to adjust to changing business needs.

Who is eligible?

All full-time/contract employees who have completed their probationary period or 6 months of continuous employment. Employees are encouraged to complete an FWA self-assessment to help guide them with this decision-making process. **(See Appendix A)**

Since FWA must adhere to collective requirements, not all unionized staff are able to work an FWA. Please speak with your Manager or Human Resources to help determine if your position may be able to adopt an FWA.

Flexible work arrangements for new employees will be assessed during the onboarding and probationary period to ensure employees are supported in building confidence, connectivity and organizational competency, as well as having the opportunity to demonstrate an understanding of the roles and responsibilities required to successfully perform their duties.

Are you ready for a Flexible Work Arrangement?

Before requesting a flexible work arrangement, employees should take some time to consider their specific needs as well as those of their team. Not every employee or every position is suitable for a flexible work arrangement, if any. The FWA self-assessment will help identify options, obstacles and the required support as well as consider personal and business implications. The self-assessment will also assist employees in completing the formal FWA proposal. **(See Appendix A)**

Flexible Work Arrangement proposal

An employee who wishes to request a flexible work arrangement must prepare and submit an FWA proposal. This should only be done once they have reviewed the County of Renfrew's FWA policy and procedures as well as completed the self-assessment. It is recommended that before completing the FWA proposal employees speak with their manager to determine if any option is not feasible due to their role and/or the department's business requirements. There is an FWA proposal template for each type of flexible work arrangement offered by the County of Renfrew. **(See Appendices B and C)**

Approval process

Once an employee has completed the appropriate FWA proposal form, they should set up a meeting with their manager to discuss it. The meeting should be set for a time that will provide the opportunity to review the proposal without interruptions or the need to rush. Don't expect an answer immediately. Leave the proposal with the manager to review. Managers will review the proposal and follow the FWA Assessment Form to help make a decision on the application. **(see Appendix D)**

If the manager has questions or concerns about the proposal, employees should indicate that they will take the feedback, review it and set up a meeting with the manager in a few days. Once the employee has had time to digest the feedback, they should honestly assess the information from a variety of points of view (i.e. manager, co-workers, the customer, the County of Renfrew). Determine how to address these concerns in a manner that is beneficial to all concerned. Modify the proposal to reflect these changes and present it to the manager at the next meeting.

Once the Manager has reviewed the proposal after questions or concerns have been addressed, the Manager is to provide the proposal to Human Resources for review and feedback.

The final decision to allow or deny an employee's proposal is at the Director level and is based on a recommendation from the manager/supervisor with consultation from Human Resources. When making a decision, the Director will consider both the impact on the department, including service delivery and other members of the team. Not all arrangements will work for every employee or position.

If the arrangement is approved, the Manager and the employee will complete the FWA proposal trial period authorization. The trial period length and any special considerations are also noted. Trial periods are for a minimum of 90 days. The Manager and employee will also negotiate a starting date for the flexible work arrangement.

If your proposal is denied, the Director will provide a business reason and document this on the employee proposal. There may be an opportunity to revisit your request at a later date if circumstances change.

Next Steps – assess, implement, review

Flexible work arrangements involve a continuous process of assessing, implementing and reviewing. Individual circumstances and business requirements change. As such, flexible work arrangements should be reviewed regularly to ensure they are working out for both the employee and the department. Managers and employees must review the FWA prior to the end of the trial period and complete the Final Agreement section on the FWA proposal. Managers and employees are also required to review flexible work arrangements at least annually, however they can be reviewed at any time by the manager's or employee's request. For non-union employees with an FWA, it will be included as part of the annual Performance Appraisal process.

Prior to the Performance Appraisal meeting, both the manager and employee should review the original FWA proposal and come prepared to discuss its success, as well as what is not working. They should also discuss what changes, if any, may need to be made. An FWA Formal Review form must be completed together and forwarded to Human Resources. **(See Appendix E)**

Questions & Answers

What is a flexible work week?

A flexible work week is any working arrangement or schedule that differs from an employee's normal hours, days or location of work.

What types of flexible work arrangements are available?

The County of Renfrew offers the following flexible work arrangements: flex-time, compressed workweek and remote work arrangements. All flexible work arrangements are subject to operational and customer service requirements and collective agreements. At this time, only one flexible work arrangement may be implemented and not a combination of multiple arrangements on an ongoing basis.

How do I know if my job would allow for a flexible work arrangement?

Careful consideration must be given to your job responsibilities and/or the hours worked to ensure service delivery and operational requirements are met. If you are thinking about requesting a flexible work arrangement, complete the self-assessment form to help determine what type of flexible work arrangement would be best suited for you and your job requirements. Also speak with your manager to determine what your department's specific needs are.

What if a flexible work arrangement is not feasible?

Not all requests for a flexible work arrangement can be approved. The individual, the position and/or the department may not be well suited for a flexible work arrangement.

Can my flexible work arrangement end or be changed?

Yes. Flexible work arrangements can be ended any time during the trial period. The County of Renfrew may terminate the arrangement if deemed necessary with no notice if the situation warrants. Flexible work arrangements are approved by your Manager and Director and must be formally reviewed at least annually to ensure that it is working for everyone using the FWA Formal Review Form.

Who approves the flexible work arrangement?

Your manager reviews the proposal and with consultation from Human Resources, provides a recommendation to your director who will approve or deny your proposal and share the rationale with you. Directors have the final say. There is no appeal process.

What criteria will be used to approve a flexible work arrangement?

Directors will consider how the department and operational goals can be met with flexible work arrangements in place. Service delivery, financial impacts, risks and the effect on other team members should also be considered. Managers and directors can use the Assessment Form as a guideline.

What if I have an informal flexible work arrangement in place now?

Any arrangement that is longer than 30 days must be formalized. You should complete the appropriate FWA proposal and submit it to your manager.

Do infrequent or emergency flexible work arrangements need to be approved and documented?

Only flexible work arrangements that are longer than 30 days need to be approved and documented.

Will I be able to change the flexible work arrangement if my situation changes?

Yes. A minimum of two weeks' notice is required, however as much notice as possible is appreciated as others may be affected by the change in your work schedule.

Can a manager request a change to an employee's flexible work schedule once it has been approved? Yes, a manager may require an employee to temporarily change their flexible work arrangement when unforeseen business conditions arise. For example, an employee is required to attend a meeting at 4 p.m. when their flex schedule sees them leave at 3:30 p.m. If a manager requires an employee to permanently change their schedule, reasonable notice will be provided based on the circumstances.

Does the Employment Standards Act (ESA) apply to flexible work arrangements?

Yes, all flexible work arrangements must satisfy all employment standards under the Act.

Will I be required to attend prescheduled staff meetings, events and/or training courses if they conflict with my proposed flexible work arrangement?

Yes, you will be required to attend prescheduled staff meetings, events and/or required training courses.

If my request is denied, is it acceptable to apply again at another time?

Yes. An employee should discuss with their manager and/or director when a good time to re-apply would be.

My friend and I work in the same department. She recently proposed a flexible work arrangement and was approved. I proposed a flexible work arrangement but was turned down. Is this fair?

Flexible work arrangements are not an across-the-board benefit for employees. Managers/directors know the operations of their department's best and are responsible for the final decisions on how to get the work accomplished. Responsibilities, service delivery, team structure and work performance are all taken into consideration. Please feel free to reach out to Human Resources to review your proposal.

A stat holiday falls on a day I'm scheduled to be off work due to my FWA, what do I do?

When an employee is working a compressed work week and their arrangement has a scheduled day off on a stat holiday, the employee does not receive extra compensation for that pay period (unless overtime has been approved and worked). The employee is given the option to either modify their work week to work another day in that period in lieu of the stat holiday, or to substitute the stat holiday with a future day off. The employee must provide their decision in writing to their manager prior to the stat holiday date.

I would like to support a flexible work arrangement for my team, but we have peak periods over the course of the year that require more in-person work than other parts of the year, What can I do to accommodate these operational requirements?

Many areas across the County of Renfrew will experience periods where the in-person demands are greater than others over the course of the year. It is important to clearly outline these periods with employees and expectations that the FWA may be modified or temporarily suspended during that time. In addition, supervisors can ensure peak periods are incorporated into the agreement so it is clear for everyone what the requirements will be during those periods.

I have positions on my team that can work remotely and some that cannot. What can I do?

As outlined in the guide, not all positions are appropriate for all types of flexible work arrangements. When this occurs among staff on the same team, it is important to be clear on the distinctions and principles for why an arrangement works for some positions and not others. For those positions that are not eligible to work remotely or in a hybrid manner, consider whether there's another arrangement that can be implemented to provide them with some additional flexibility. If there's no possibility, consider other ways you can help engage those employees.

My employees have requested to work fully remotely. Can I approve this?

Positions that can successfully complete their work on a fully remote basis are rare across the County of Renfrew. All County of Renfrew positions generally have some in-person requirements as part of their duties and must be prepared to attend a County of Renfrew work site as needed as a term and condition of employment. Those rare situations are to be discussed with the Chief Administrative Officer for consideration and approval.

I'm worried about productivity. What can I do to ensure the team is continuing to deliver on our commitments to the County of Renfrew and the community?

Managing in a remote environment is different than in person, which brings unique consideration for leaders. Employees generally want to do their best and seek out ways to feel engaged, supported and address the needs of the County of Renfrew and community. Not seeing your employees doesn't mean that work isn't getting done, it encourages leaders and staff to prioritize outcomes. Be clear with assigning tasks, desired outcomes and timelines. Schedule regular check-ins with your employees working remotely. Manage your employees based on productivity and outcomes. If you have any concerns with an employee's productivity please reach out to Human Resources for guidance.

I submitted a flexible work proposal and haven't heard back from my supervisor. How long will this review take?

The County of Renfrew has not established standard response time for a supervisor to respond to a proposal in consideration of schedules of all parties, and various complexity of the proposals that may be received. Work priorities may make it difficult for a supervisor to give a proposal their immediate attention, but we encourage supervisors to keep employees apprised of the status of their proposal request. Patience and understanding are encouraged for all parties as you work through the process together.

Appendix A: Flexible Work Arrangement Self-Assessment Checklist

This checklist will help you consider whether you and your job are compatible with a particular flexible work option. There are statements in each of four categories:

- Job requirements
- Work style and personal characteristics
- Personal expectations and trade-offs
- Business impact on others

Read each statement and select the box before the statement if it is true for you. You can then look across the row to see which flexible work arrangement options are most likely to be compatible with those statements you feel apply to you. Alternatively, if you have a particular arrangement in mind, you can focus on those statements for which there is a dot in the column of the flexible work option in which you are interested. The statements are based on success factors for each option – the more matches you have, the more suited you are for that option. A very low number of selected boxes suggests you may need to revisit and redesign your flexible work arrangement to better fit your work style or job requirements. This checklist is meant as a guide and not an absolute “yes/no” decision maker.

Job Requirements

Job Requirements	Flex-time	Remote Work Arrangement	Compressed Workweek
My job requirements will allow me to shift my work to earlier or later hours.	•		
My job has independent, task focused work.	•	•	
I can provide others with information they need while on this flexible work arrangement.	•	•	•
I can obtain the information I need to do my work while on this flexible work arrangement.	•	•	•
I can control my workflow and deadlines.	•		•
I can attend all regular mandatory/critical meetings and trainings while on this flexible work arrangement.	•	•	•
My job requirements can be scoped to fit this flexible work arrangement.			•
I can set an appropriate schedule that will serve customers/clients needs.	•		•
My job rarely has critical deadlines requiring significant additional hours.			•
My job does not require face-to-face customer/client or team contact.		•	•
I have adequate technology/equipment to perform the essential functions of my job away from a company location.		•	
I have the training and support I need to perform my job while working remotely.		•	

Work Style and Personal Characteristics

Work Style and Personal Characteristics	Flex-time	Remote Work Arrangement	Compressed Workweek
I am comfortable making decisions independently.	•	•	
I function well with limited or no supervision.		•	
I have strong self-management skills.	•	•	
I am organized.	•	•	•
I consistently accomplish work assignments and meet deadlines without constant supervision.	•	•	
I am highly self-motivated.	•	•	
I am adaptable and flexible.	•	•	•
I have communication skills strong enough to keep others apprised of my schedule and work processes.	•	•	•
I am able to work independently during hours I am unsupervised.	•	•	
I am highly productive and can maintain this arrangement over time.	•	•	•
I can usually control when my work gets done in terms of hours and days.	•		•
I can set realistic expectations for myself and others as to what can get accomplished on my schedule.			•
I know how to delegate tasks and responsibilities as appropriate.			•
I can be focused and disciplined whether I'm working from home or in the office.		•	
I can perform as well or better working independently.	•	•	
I am able to work with limited or no face-to-face supervision.	•	•	
I have excellent organizational, time-management and planning skills.	•	•	•
I have strong team-building and team-maintenance skills.	•	•	•
I am comfortable working away from my colleagues.		•	

Personal Expectations and Trade-offs

Personal Expectations and Trade-offs	Flex-time	Remote Work Arrangement	Compressed Workweek
I can effectively balance my personal and/or family responsibilities and work commitments on this arrangement.	•	•	•
I understand that business needs may necessitate changing my schedule or work location from time to time, and I accept that fact.	•	•	•
If I have dependent care responsibilities, there is flexibility in my dependent care options to allow shifts in my work hours or work location as needed.	•	•	•
I have flexibility in my transportation options to allow changes in my work hours or location.	•	•	•

Personal Expectations and Trade-offs		Flex-time	Remote Work Arrangement	Compressed Workweek
	I understand the need to attend scheduled face-to-face meetings to develop rapport with colleagues.	•	•	•
	I understand and accept that business needs may necessitate my working on a “day off” on occasion.			•
	I understand that business needs may necessitate my coming to a County of Renfrew location on a remote work day and accept that fact.		•	
	I have access to an efficient and safe remote workspace free from background noise, household interruptions and distractions.		•	
	If I have dependent care responsibilities, my dependent care options will remain in place during my work hours.		•	
	I am capable of maintaining time boundaries as a remote worker – neither getting distracted from work nor ending up working all the time.		•	

Business Impact on Others

Business Impact on Others		Flex-time	Remote Work Arrangement	Compressed Workweek
	I can provide quality service to customers/clients while on the proposed flexible work arrangement.	•	•	•
	I have a back-up plan to get my work done when unexpected business needs arise without negatively affecting my co-workers, manager(s) and customers/clients.	•	•	•
	I can be reachable in some way when I am not scheduled to work for urgent matters (with the understanding that this access will not be used regularly)	•	•	•
	I am prepared to be available, if necessary, when unexpected business needs arise.	•	•	•
	There will be someone to respond quickly to customer/client needs if I am not at work at a County of Renfrew location, without a negative impact on their job performance or personal needs.	•	•	•
	I can arrange personal appointments at times that I am not scheduled to work.	•	•	•
	I will devise a communication plan so that my manager, co-workers and customers/clients know my schedule and whom to call for backup when I am not in the office, and I will take responsibility for communicating this plan.	•	•	•
	I will take all reasonable steps to be accessible to colleagues and customers/clients, including having a voice mail message and/or email message indicating how and when to reach me.	•	•	•

Appendix B: Flexible Work Arrangement Proposal Flex-Time/Compressed Workweek

Flexible work arrangements (FWA) are any working arrangements or schedules that differ from your normal hours or days of work. The County of Renfrew supports and encourages flexibility in employee work arrangements whenever possible and practical to do so. All FWA have to make sense from an operational and customer service perspective.

Employee Name:	
Department:	Employee #:
Job Title:	Date Submitted:

Indicate your current work schedule and proposed Flex-Time schedule.

CURRENT WORK SCHEDULE			PROPOSED WORK SCHEDULE		
	Work Hours (eg. 8:30 a.m. – 4:30 p.m.)			Work Hours (eg. 7:30 a.m. – 3:30 p.m.)	
	Week #1	Week #2		Week #1	Week #2
Monday			Monday		
Tuesday			Tuesday		
Wednesday			Wednesday		
Thursday			Thursday		
Friday			Friday		
Saturday			Saturday		
Sunday			Sunday		
TOTAL HOURS			TOTAL HOURS		

How will this proposed work schedule maintain or enhance your ability to get your job done?
(Where possible, highlight opportunities to improve cost effectiveness or customer satisfaction)

Identify any potential barriers that could occur with the following and how would you suggest addressing those barriers.

GROUP	POTENTIAL BARRIERS	HOW WILL I ADDRESS
External Customers		
Internal Customers		
Co-Workers		
Other		

Identify how your work will be completed when you are not in the office (eg. back-up).

TRIAL PERIOD

Employee:

1. I have read and understand the Flexible Work Arrangement policy, procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that it is my responsibility to make the flexible work arrangement a success.
4. I understand that a trial period will be in place. The County of Renfrew has the right to discontinue this arrangement at any time during this trial period. The flexible work arrangement will only continue beyond the trial period if my director and I enter into a formal agreement upon the successful completion of the trial period.
5. I understand that all my obligations and responsibilities, and terms and conditions of employment with the County of Renfrew remain unchanged.

Employee Signature: _____ Date: _____

Human Resources:

I have reviewed this flexible work arrangement. The proposal is:

- Approved
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: _____ Date: _____

Comments:

Director:

I have reviewed this flexible work arrangement with the employee. The proposal is:

- Approved for a trial period between _____ to _____ .
- Approved for a trial period between _____ to _____ with conditions or special arrangements as outlined below (eg. Periods of time the employee is not able to participate – year-end, summer etc.)
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: _____ Date: _____

Comments:

FINAL AGREEMENT

This section is to be completed only upon the completion of the trial period as noted above.

Employee:

1. I have read and understand the Flexible Work Arrangement policy, procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I continue to agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that all my obligations and responsibilities, and terms and conditions of employment with the County of Renfrew remain unchanged, except those specifically changed in this agreement.
4. I understand that it is my responsibility to make the flexible work arrangement a success.
5. I understand that both myself and the County of Renfrew has the right to discontinue this arrangement at any time.

Employee Signature: _____ Date: _____

Human Resources:

I have reviewed this flexible work arrangement. The proposal is:

- Approved
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: _____ Date: _____

Comments:

Director:

I have reviewed the success of the flexible work arrangement trial period with the employee and their supervisor/manager. The continuation of this flexible work arrangement is:

- Approved
- Approved with conditions or special arrangements as outlined below:
(eg. Periods of time the employee is not able to participate – year-end, summer etc.)
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: _____ Date: _____

Comments:

Appendix C: Flexible Work Arrangement Proposal

Remote Work Arrangement

Flexible work arrangements (FWA) are any working arrangements or schedules that differ from your normal hours or days of work or location. The County of Renfrew supports and encourages flexibility in employee work arrangements whenever possible and practical to do so. All FWA have to make sense from an operational and customer service perspective. Working remotely is not a substitute for childcare or eldercare.

Employee Name:	
Department:	Employee #:
Job Title:	Date Submitted:

Indicate your current work schedule and proposed schedule.

CURRENT WORK SCHEDULE			PROPOSED WORK SCHEDULE		
	Hours (eg. 8:30 – 4:30)	Location		Hours (eg. 8:30 – 4:30)	Location
Monday			Monday		
Tuesday			Tuesday		
Wednesday			Wednesday		
Thursday			Thursday		
Friday			Friday		
Saturday			Saturday		
Sunday			Sunday		
TOTAL HOURS			TOTAL HOURS		

What is the rationale for this application?

How will this proposed work schedule maintain or enhance your ability to get your job done?
(where possible, highlight opportunities to improve cost effectiveness or customer satisfaction)

Identify any potential barriers that could occur with the following and how would you suggest addressing those barriers.

GROUP	POTENTIAL BARRIERS	HOW WILL I ADDRESS
External Customers		
Internal Customers		
Co-Workers		
Other		

Where will your alternative/home office be located? (Please also provide a description of your home office and complete the Health & Safety and ergonomics checklist)

Identify what precautions you will take to secure information and prevent unauthorized access when working outside of County of Renfrew offices to ensure the integrity and confidentiality of information.

TRIAL PERIOD AGREEMENT

Employee:

1. I have read and understand the Remote Work Arrangements procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that I may be required to return to the County of Renfrew premises on a regularly scheduled remote work day should work situations require it.
4. I understand that all hardware, software and other associated costs are my responsibility.
5. I understand that I am required to use telephone technology supplied by the County of Renfrew to ensure seamless communications with County of Renfrew staff and external clients.
6. I understand that I must report any injury while working at home to my supervisor immediately or as soon as the circumstances permit.
7. I agree to allow an authorized County of Renfrew representative access to my home workspace during prearranged times for business purposes such as, but not limited to: safety inspections, equipment installations and repairs, security assurance and retrieval of County of Renfrew property.
8. I understand that it is my responsibility to make the flexible work arrangement a success.
9. I understand that a trial period will be in place. The County of Renfrew has the right to discontinue this arrangement at any time during this trial period. The flexible work arrangement will only continue beyond the trial period if my director and I enter into a formal agreement upon the successful completion of the trial period.
10. I understand that all my obligations and responsibilities, and terms and conditions of employment with the County of Renfrew remain unchanged.

Employee Signature: _____ Date: _____

Human Resources:

I have reviewed this flexible work arrangement. The proposal is:

- Approved
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: _____ Date: _____

Comments:

Director:

I have reviewed this flexible work arrangement with the employee. The proposal is:

- Approved for a trial period between _____ to _____ .
- Approved for a trial period between _____ to _____ with conditions or special arrangements as outlined below (eg. Periods of time the employee is not able to participate – year-end, summer etc.)
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: _____ Date: _____

Comments:

FINAL AGREEMENT

This section is to be completed only upon the completion of the trial period as noted above.

Employee:

1. I have read and understand the Remote Work Arrangements procedures and guidelines and agree to the terms and conditions set forth in this proposal/arrangement.
2. I continue to agree to be flexible with my time and adjust my hours of work accordingly to meet business emergencies, operational demands and requirements.
3. I understand that I may be required to return to the County of Renfrew premises on a regularly scheduled telecommuting day should work situations require it.
4. I understand that all hardware, software and other associated costs are my responsibility.
5. I understand that I am required to use telephone technology supplied by the County of Renfrew to ensure seamless communications with County of Renfrew staff and external clients.
6. I understand that I must report any injury while working at home to my supervisor immediately or as soon as the circumstances permit.
7. I continue to agree to allow an authorized County of Renfrew representative access to my home workspace during prearranged times for business purposes such as, but not limited to: safety inspections, equipment installations and repairs, security assurance and retrieval of County of Renfrew property.
8. I understand that all my obligations and responsibilities, and terms and conditions of employment with the County of Renfrew remain unchanged, except those specifically changed in this agreement.
9. I understand that it is my responsibility to make the flexible work arrangement a success.
10. I understand that both myself and the County of Renfrew have the right to discontinue this arrangement at any time.

Employee Signature: _____ Date: _____

Human Resources:

I have reviewed this flexible work arrangement. The proposal is:

- Approved
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Human Resources Signature: _____ Date: _____

Comments:

Director:

I have reviewed the success of the flexible work arrangement trial period with the employee and their supervisor/manager. The continuation of this flexible work arrangement is:

- Approved
- Approved with conditions or special arrangements as outlined below:
(eg. Periods of time the employee is not able to participate – year-end, summer etc.)
- Denied (please identify the business reasons why the flexible work arrangement was denied)

Director Signature: _____ Date: _____

Comments:

Appendix D: Flexible Work Arrangement Assessment Form

Decision-Making Criteria	Notes
<input type="checkbox"/> Is the proposal consistent with the department's goals?	
<input type="checkbox"/> What effect will it have on service delivery and clients (internal/external)?	
<input type="checkbox"/> Is it practical? <ul style="list-style-type: none"> • Can responsibilities and workload be adapted to proposed hours of work or schedule? • Will there be coverage to deal with workload and absences? • Will there be sufficient interaction with manager and colleagues? • What will be the proposed participation in team meetings? • What will be the effect on communications? 	
<input type="checkbox"/> What effect will it have on the employee's work-life balance, health and wellbeing?	
<input type="checkbox"/> How will the arrangement affect colleagues? (consider work organization, efficiency, productivity, allocation of responsibilities)	
<input type="checkbox"/> What is the financial impact? What are the costs? What are the savings? (eg productivity, office space)	
<input type="checkbox"/> What are the potential risks? (eg knowledge management and communication, health and safety, document security)	
<input type="checkbox"/> Are there currently any attendance or performance issues?	
<input type="checkbox"/> Is the request an accommodation under the Ontario Human Rights Code? (talk to HR)	

Next Step (check one of the following)

- Approve** – complete the approval section on the employee proposal form
- Decline** – discuss with employee and provide details of business grounds for denial, record on the employee proposal form

- Insufficient information** – identify gaps in the employee proposal and seek further information

Comments:

Appendix E:

Flexible Work Arrangement Formal Review Form

Flexible work arrangements involve a continuous process of assessing, implementing and reviewing. Individual circumstances change as do business requirements. Managers and employees are required to review flexible work arrangements at least annually however they can be reviewed at any time the manager or employee requests. Prior to completing this form, the manager and employee should review the original proposal and any other relevant documentation.

Employee Name:		
Department:	Job Title:	
Review Type: (Check one)	<input type="checkbox"/> Trial Period	<input type="checkbox"/> Annual <input type="checkbox"/> Other:

Manager and Employee to Complete	Notes
<input type="checkbox"/> How well is the arrangement meeting the needs identified in the proposal?	
<input type="checkbox"/> What has been the effect on service delivery and clients (internal/external)?	
<input type="checkbox"/> What is the impact of the arrangement? <ul style="list-style-type: none"> • Are responsibilities and workload appropriate to the hours and location of work? • Are goals and objectives being met? • Are deadlines being met? • Is there sufficient interaction with manager and colleagues? • How is participation in team meetings? • What is the quality of communications? 	
<input type="checkbox"/> How has the arrangement affected colleagues? (consider work organization, efficiency, productivity, allocation of responsibilities)	
<input type="checkbox"/> Has there been unexpected financial impact (eg. costs incurred or cost savings)	
<input type="checkbox"/> What needs to be improved or changed?	
<input type="checkbox"/> What should be recognized or celebrated?	
<input type="checkbox"/> Any additional information?	

Complete one of the following:

- Continue existing arrangement. Review in _____ months. All terms and conditions as set out in the original FWA Proposal remain the same.
- Discontinue the arrangement. (Please identify the business reasons why the flexible work arrangement was discontinued.)
- Modify the existing arrangement as described below. All other terms and conditions as set out in the original FWA Proposal remain the same. Review in _____ months.

Employee Signature: _____ Date: _____

Director Signature: _____ Date: _____

Appendix F:

Health & Safety and Ergonomic Checklist for Remote Workers

Name: Click or tap here to enter your full name.

Position: Click or tap here to enter your position.

Department: Click or tap here to enter your department.

Supervisor/Manager: Click or tap here to enter your Supervisor/Manager's name.

Health & Safety

- Office space is neat, clean and free of hazardous material? Yes No
- Floor surfaces are clean, dry and free of slip/trip hazards Yes No
- Aisles and doorways are free of obstructions? Yes No
- Temperature, noise, ventilation and lighting are adequate? Yes No
- Cabinets/drawers are arranged so that they do not open into walkways? Yes No
- All electrical equipment is in good working condition? Yes No
- All cords are properly secured? Yes No
- Smoke detectors are in good working condition? Yes No
- Is there a fire extinguisher in the home? Yes No
- Is there a first aid kit in close proximity? Yes No
- Is there a carbon monoxide detector in the home? Yes No
- Have emergency exits been established and easily accessible? Yes No

Ergonomics

- Keyboard and mouse on same platform? Yes No
- Chair is adjustable? Yes No
- Proper lighting? Yes No
- Phone within arm's reach? Yes No

It is expected that employees in home offices will follow safe work practices and report any injury or illness that arises out of the course of employment immediately to their Supervisor/Manager.

- I have included pictures of my home office environment, which demonstrate all health & safety, and ergonomic elements are met.
- I understand that it is my responsibility to complete this checklist annually and review it with my Supervisor/Manager.
- I agree to comply with the above health and safety / ergonomics standards as a part of having a telecommuting arrangement. I also understand that failure to do so may result in termination of the remote work arrangement.

Click or tap here to enter your full name.

Name

Supervisor/Manager, enter your name here.

Name

Click or tap to enter a date.

Date

Click or tap to enter a date.

Date

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-06
POLICY: Return of Service Incentive Program				
DATE CREATED: May/23	REVIEW DATE:	REVISION DATE:	COVERAGE: Bonnechere Manor Long-Term Care Home	PAGE #: 1 of 4

POLICY STATEMENT

Long-Term Care (LTC) facilities are facing a significant staffing shortage across many regions. This shortage is a result of a combination of factors, including the aging population, an increase in the number of individuals requiring long-term care, workloads, the COVID-19 pandemic, and a lack of available workers. Addressing the staffing shortage at Bonnechere Manor is crucial to ensure residents receive the care and support they need and deserve.

The purpose of the return of service incentive program policy is to outline the requirements, the timing of payments, the factors in determining the appropriate amount of, and the implementation of the return of service incentive. This policy will be a pilot project from June 1, 2023 until December 31, 2023. The incentive is a non-recurring and non-accumulating sum of money which is paid to an employee with the sole objective of incentivizing the employee who is receiving the incentive to accept employment at the entity. The incentive is subject to all applicable taxes, deductions and withholdings as required by law.

POLICY SCOPE

The return of service incentive program applies to the following difficult to recruit positions: Personal Support Workers (PSW), Registered Practical Nurses (RPN) and Registered Nurses (RN) at Bonnechere Manor. This policy covers the following content:

- Program Overview
- Milestones
- Conditions

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-06
POLICY: Return of Service Incentive Program				
DATE CREATED: May/23	REVIEW DATE:	REVISION DATE:	COVERAGE: Bonnechere Manor Long-Term Care Home	PAGE #: 2 of 4

DEFINITIONS

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

Incentive period means the period for which the program is in effect, from June 1, 2023 to December 31, 2023.

Target Positions means the difficult to recruit positions of PSW, RPN and RN.

Commitment window means the period of time a new recruit is required to remain employed with the County of Renfrew for incentive eligibility.

POLICY CONTENT

Program Overview

1. The County of Renfrew will pay a hiring incentive to every qualified employee who is successfully hired at Bonnechere Manor during the incentive period, based on the milestones listed in the policy.
2. All new hires after June 1, 2023 will be eligible for the hiring incentive.
3. This program is in addition to any provincial hiring incentive programs.

Milestones

The following milestones outline the return of service incentive program for each target position hired at Bonnechere Manor. Each payment will occur on the pay period following the attainment of a milestone.

Corporate Policies and Procedures

DEPARTMENT: Human Resources				POLICY #: J-06
POLICY: Return of Service Incentive Program				
DATE CREATED: May/23	REVIEW DATE:	REVISION DATE:	COVERAGE: Bonnechere Manor Long-Term Care Home	PAGE #: 3 of 4

For a new permanent full-time employee:

- i. You will receive up to five thousand dollars (\$5,000).
- ii. The commitment period is two (2) years.
- iii. Payments will be made on the following schedule:
 - a. Upon hire – one thousand dollars (\$1,000);
 - b. Upon completion six months – one thousand dollars (\$1,000);
 - c. Upon completion of twelve months – one thousand dollars (\$1,000); and
 - d. Upon completion of twenty-four months – two thousand dollars (\$2,000).

For a new permanent part-time employee:

- i. You will receive up to two thousand five hundred dollars (\$2,500).
- ii. The commitment period is two (2) years.
- iii. Payments will be made on the following schedule;
 - a. Upon hire – one thousand dollars (\$1,000);
 - b. Upon completion six months – two hundred and fifty dollars (\$250);
 - c. Upon completion of twelve months – two hundred and fifty dollars (\$250); and
 - d. Upon completion of twenty-four months– one thousand dollars (\$1,000).

For a new permanent casual/relief employee:

- i. You will receive up to five hundred dollars (\$500).
- ii. The commitment period is one (1) year.
- iii. Payments will be made on the following schedule;
 - a. Upon hire – two hundred and fifty dollars (\$250); and
 - b. Upon completion of twelve months – two hundred and fifty dollars (\$250)

Corporate Policies and Procedures				
DEPARTMENT: Human Resources				POLICY #: J-06
POLICY: Return of Service Incentive Program				
DATE CREATED: May/23	REVIEW DATE:	REVISION DATE:	COVERAGE: Bonnechere Manor Long-Term Care Home	PAGE #: 4 of 4

Conditions

- a. You must be an active employee at the time of payout to receive the incentive.
- b. Hold the appropriate credentials for the position, and be a member in good standing with any regulatory bodies (if applicable).
- c. Full-time and part-time Employees must commit to two years of employment at a work schedule offered by the County. Casual/relief must commit to one year of employment at a work schedule offered by the County.
- d. Employees who resign, retire or are terminated during the commitment window will not receive further milestone payments, in line with condition a. above.
- e. Employees who resign, retire or are terminated during the specified commitment period required to receive the full incentive, will be required to repay a prorated amount of the incentive already received. The prorated amount will be calculated based on the remaining duration to complete the commitment period
- f. Existing County of Renfrew employees are not eligible for the incentive. Employees who have left the workplace for at least 12 months, will be considered a new hire under this incentive program.
- g. Employees hired under the incentive program, and subsequently change employment status (full-time, part-time, casual and relief) to a higher status will be paid the milestone payment based on the position held upon hire. Employees hired under the incentive program, and subsequently change employment status to a lower status will be paid the milestone payment based on their current position.
- h. The County reserves the right to modify, suspend, or cancel this incentive program at any time for any reason, with or without notice. The company may also adjust the criteria for eligibility, reward amounts, and other aspects of the program at any time, with or without notice. The company's decision to modify, suspend, or cancel the program will be final and binding. In the event of a program cancellation, employees will be entitled to any unpaid or future incentive payments.

COUNTY OF RENFREW
BY-LAW NUMBER - 23 25-21
A BY-LAW TO ESTABLISH AND REQUIRE PAYMENT
OF USER FEES AND CHARGES

WHEREAS the Council of the Corporation of the County of Renfrew may pass by-laws establishing and requiring the payment of fees and charges for information, services, activities and use of County property.

AND WHEREAS By-laws imposing such fees and charges are authorized by Section 391 of the *Municipal Act, 2001*, and various other provisions of the Act and by various other statutes.

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

1. Council hereby establishes the fees and charges as set out in Schedule "A".
2. No request by any person for any information, service, activity or use of County of Renfrew property described in Schedule "A" will be processed or provided unless and until the person requesting the information, service, activity or use of County of Renfrew property has paid the applicable fee or charge in the prescribed amount as set out in the applicable Schedule.
3. The fees and charges as listed in Schedule "A" will be subject to the Harmonized Sales Tax (H.S.T.) where applicable.
4. Schedule "A" is an integral part of this By-law.
5. Should any part of the By-law, including any part of Schedule "A", be determined by a Court of competent jurisdiction to be invalid or of no force and effect, it is Council's intention that such invalid part of the By-law shall be severable and that the remainder of this By-law including the remainder of Schedule "A", as applicable, shall continue to operate and to be in force and effect.
6. This By-law supersedes all previous resolutions and By-laws with respect to the fees and charges as outlined within Schedule "A".
7. That By-law ~~25-21 18-20~~ is hereby repealed.
8. This By-law shall come into force and take effect upon the passing thereof, except where otherwise noted.

Read a first time this ~~24th day of February, 2021~~ **31st day of May, 2023.**

Read a second time this ~~24th day of February, 2021~~ **31st day of May, 2023.**

Read a third and finally ~~24th day of February, 2021~~ **31st day of May, 2023.**

PETER EMON, WARDEN

CRAIG KELLEY, CLERK

**Corporation of the County of Renfrew
Schedule A
User Fees and Charges**

May 31, 2023 ~~February 24, 2021~~

Administration

All Departments

Service	Fee
<u>Photocopying</u>	
<u>Monochrome</u>	
- First page	1.00
- Each additional page (letter)	0.20
- Each additional page (ledger)	1.00
<u>Colour</u>	
- Letter (per page)	1.50
- Ledger (per page)	3.00
<u>Maps</u>	
Letter and Legal (per image)	2.00
Tabloid (11 x 17 ledger)	3.00
Larger	7.50
Double-sided lamination (each page in addition to print charge)	see hourly rates
Development of custom maps (minimum ½ hour charge)	see hourly rates
<u>Scanning Services</u>	
- First image	5.00
- All subsequent images in the same work order	1.00
- Digital File (pdf, jpg)	10.00
- Large Format Scanning (per image)	100.00
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1km x 1km tile)	50.00
Plus hourly wage for Administrative Assistant (minimum ½ hour charge)	see hourly rates
NSF Cheques	35.00
Hourly Rates (travel time is 50% of service rate)	
- CAO/Department Head	130.00
- Manager/Supervisor	100.00
- Technical / Coordinator	75.00
- Maintenance/Janitorial Person	65.00
- Clerical	55.00

Finance Corporate Services

Finance

Service	Fee
Late Payment Fees on all overdue accounts (except levy installments)	2% per month after 60 days

Provincial Offences

Service	Fee
Prosecution Fees – for any hour or part thereof	65.00

Information Technology

Service	Fee
Information Technology Training Sessions	65.00 – 150.00 per user, per session

Development and Property

Digital Data	
- Single line road network	
- County set	1,000.00
- Municipal set	500.00
- Selected data (per segment)	0.50
- Processing fee	see hourly rates
- Property parcel boundaries or centroids	
- County set	1,000.00
- Municipal set	500.00
- Selected data (per parcel)	0.50
- Processing fee	see hourly rates
- Air Photo Imagery (Digital Raster Acquisition Program East – DRAPE) (per 1 km x 1 km tile)	50.00
- Features of interest (fire, police, schools) per set	100.00
- Digital File (pdf, jpg)	10.00
- Administrative Charge for Preparation and Execution of a Data Release Agreement	50.00
Boardroom Rental – Administration Building	125.00
Judicial Office Rental	125.00
Courtroom Rental	125.00
Tender Information Package	20.00

Emergency Services

Service	Fee
Paramedic Service	200.00 225.00
Special Events – 4 hour minimum	per hour
PHIPPA requests related to Ambulance Call	100.00
Reports from legal counsel	

Public Works

Service	Fee
Tender Document	
Based on Printing Costs	0 to 150.00
Construction and engineering	by project
Entrance permits	150.00
Special vehicle permits	
- Daily	75.00
- 3 Month	125.00
- Annual	250.00
Tourism signs	
30cm x 120 cm (Attraction Locator) - 5 - Year Term	300.00
60 cm x 240 cm (Regular Attraction) - 5 - Year Term	425.00
Field advertising signs – resort areas – Annual	200.00
Field advertising signs – other areas – Annual	150.00
Field advertising signs – all areas – 3-Year Term	450.00
Cost Recovery for Damage to County Property	Per Incident

Bonnechere Manor

Service	Fee
Guest meals	15.00 per person
<u>Day Program</u>	
- full day attendance rate	20.00 25.00
- bath while attending day program	10.00
one half day attendance rate	15.00
bath only clients	15.00
Staff accompaniment - per hour	Current wage rate for position + HST
Personal Equipment Repairs – per hour	Current wage rate for position + HST
Classroom (2 nd Floor), Boardroom (1 st Floor), Day Program Area (1 st Floor – no charge for resident use), Family Conference Area *Additional costs for special set-up/large numbers etc.	200.00* each rental
Room Rental – Renfrew Rotary Hall Auditorium (1 st Floor) *Additional costs for special set-up/large numbers etc. ** Director of Long-Term Care has discretion on a case by case basis to reduce / waive costs if resident activity or community fundraiser.	250.00* each rental
Family Overnight Suite – Available at no cost to families of palliative residents of Bonnechere Manor. Cost for overnight accommodation for families of other residents.	85.00 per night
Chapel * Charge is applicable to external requests that are not residents of Bonnechere Manor.	225.00
Additional Items:	
- Dishes and/or Cutlery	1.00/place setting
- 100 Cup Coffee/Tea Percolator (empty)	23.00
- 55 Cup Coffee/Tea Percolator (empty)	17.00
- Tablecloth (72")	8.00
- Tablecloths (any other size)	6.00

Miramichi Lodge

Service	Fee
Guest Meals – In Home	15.00 per person
Meals on Wheels	15.00 per person
Staff Accompaniment – per hour	Current wage rate for position + HST
Personal Equipment Repairs – per hour	Current wage rate for position + HST
Room Rental – Community Centre – (Area I or II) *Additional costs for special set-up/large numbers etc. ** Director of Long-Term Care has discretion on a case by case basis to reduce / waive costs if resident activity or community fundraiser.	250.00* each rental
Room Rental – Community Centre – (Area I and II) *Additional costs for special set-up/large numbers etc.	310.00* each rental
Meeting Room (1 st Floor), Family Dining Room (charge only when used for a meeting space) *Additional costs for special set-up/large numbers etc.	200.00* each rental
Boardroom (3 rd Floor) *Additional costs for special set-up/large numbers etc.	200.00* each rental
Meeting Room - Other *Additional costs for special set-up/large numbers etc.	200.00* each rental
Family Overnight Suite - Available at no cost to families of palliative residents of Miramichi Lodge. Cost for overnight accommodation for families of other residents.	85.00 per night
Chapel * Charge is applicable to external requests that are not residents of Miramichi Lodge.	225.00
Additional Items: - Dishes and/or Cutlery - 100 Cup Coffee/Tea Percolator (empty) - 55 Cup Coffee/Tea Percolator (empty) - Tablecloth (72") - Tablecloths (any other size)	1.00/place setting 23.00 17.00 8.00 6.00