



## FINANCE AND ADMINISTRATION COMMITTEE

Thursday, June 15, 2023 – 9:30 a.m.

County of Renfrew Administration Building

### AGENDA

1. Call to order.
2. Land Acknowledgement.
3. Roll call.
4. Disclosure of pecuniary interest and general nature thereof.
5. Adoption of minutes of previous meeting held on May 18, 2023 (attached).
6. Delegations: 9:30 a.m. Lori Huber, CPA, CA, Partner, KPMG to present the 2022 Draft Audited Statements for the County of Renfrew (virtually).

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|--|-------------|
| 7. Administration Report   | 2           |
| 8. Corporate Services Department Report  | 19          |
| 9. New Business.   |             |
| 10. Closed Meeting: Pursuant to Section 239 of the Municipal Act, 2001, as amended, for the purpose of:<br>a) Labour relations or employee negotiations; and<br>b) Personal matters about an identifiable individual (reorganization). |             |
| 11. Date of next meeting (Thursday, August 17, 2023) and adjournment.  |             |

**NOTE: a) County Council: Wednesday, June 28, 2023.**

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

**COUNTY OF RENFREW**

**ADMINISTRATION DEPARTMENT REPORT**

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**TO:** Finance and Administration Committee

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

**DATE:** June 15, 2023

**SUBJECT:** Department Report

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**INFORMATION**

**1. Eastern Ontario Wardens' Caucus 2023 Strategic Priorities**

Attached as Appendix I is 2023 Strategic Priorities document for the Eastern Ontario Wardens' Caucus. Manager of Government Relations and Policy for the EOWC, Meredith Staveley-Watson will be invited to a future meeting of County Council to present.

**2. 2023 Miramichi Lodge Capital Budget**

Approved through the 2023 Capital Budget for Miramichi Lodge was incremental floor covering replacement at \$50,000. Unanticipated repairs are required to maintain serviceability of the Home's HVAC system and the emergency generator. In the absence of capital funding set aside for this purpose, Miramichi Lodge staff have recommended to Health Committee and for Council's approval that this year's allotment of floor replacement capital be reduced to \$21,000 to cover the cost associated with the replacement of four chiller relief valves at a cost of \$15,000 for the HVAC and emergency generator repairs at a cost of \$14,000.

**RESOLUTIONS**

**3. Canoe Procurement Group of Canada**

**Recommendation:** THAT the Finance and Administration Committee recommend that County Council authorize staff to join the Canoe Procurement Group of Canada/LAS Group Procurement Program, effective July 1, 2023, to take advantage of public sector group purchasing opportunities when it is beneficial for the County of Renfrew to do so.

## **Background**

Group purchasing organizations offer the benefits of being able to join in on new purchasing opportunities or previously established contracts that are fully compliant with broader public sector purchasing guidelines and the relevant trade agreements between Canadian provinces and with other countries. The benefit of a group purchasing organization is that they go to market on behalf of their members to establish pricing for a defined period of time, covering a wide array of products and services. It is up to each municipality to decide to take advantage of a contract but there is no obligation to do so as a member. For many products, this is an efficient and effective process resulting in obtaining the right product at a competitive price.

The County of Renfrew's Corporate Policy GA-01 – Procurement of Goods and Services, specifically Section 34.0 – Cooperative Purchasing allows for cooperative purchasing arrangements such as a group purchasing organization.

The Canoe Procurement Group of Canada provided our Committee with an overview of their organization at our May meeting and staff have had an opportunity to further investigate this opportunity. The Association of Municipalities of Ontario (AMO) through the Local Authority Services (LAS) is a preferred provider of competitively priced and sustainable co-operative business services for Ontario municipalities and the broader public sector and they partnered to create this cross-Canada co-operative purchasing group in 2019. The County of Renfrew has taken advantage of various LAS programs in the past, including investment opportunities with ONE Investment, and preferred rates for natural gas. LAS has partnered with the Canoe Procurement Group to offer Ontario municipalities access to contracts and services common in the municipal sector and pertinent to all sizes of organizations. Canoe Procurement Group is Canada's largest not-for-profit buying group with 5,000 members and contracts established with 180+ vendors across multiple categories.

The benefits of using Canoe Procurement Group, as identified by LAS, are as follows:

- Completed competitive bid process for suppliers saves the time of doing your own RFP or tender;
- Fully compliant with trade agreements;
- Work with local retailers for service and support; and
- No cost to join/no membership fees, no minimum purchases, or binding contracts.

Attached as Appendix II is a copy of the Canoe Member Procurement Guide and compliance documents.

When purchasing under this Program, the Canadian Free Trade Agreement (CFTA) requires the following:

- “7. A procurement entity shall publish a notice of its participation with the buying group at least annually on one of the tendering websites or systems designated by its

Party. That notice shall direct potential suppliers to the buying group tender notices website if it is different from its Party's tendering websites or systems."

Therefore, the Canoe Procurement Group recommends that the following statement be posted on our County of Renfrew website:

"The County of Renfrew intends to participate in one or more procurements conducted by Local Authority Services (LAS) between July 1, 2023 – July 1, 2024. For further information and access to LAS request for proposal (RFP) notices, please review the website at [www.las.on.ca](http://www.las.on.ca)."

#### **4. Delegation of Authority**

**Recommendation:** THAT the Finance and Administration Committee recommend that County Council approve that the Chief Administrative Officer/Clerk be given delegated authority for the month of July to approve consultant appointments and contract awards that would normally require Committee and/or Council approval. This approval is contingent on the appointments/contract awards being within approved funding allocations and that there are no irregularities associated with the procurement process.

##### **Background**

In past years, County Council has approved delegated authority to the Chief Administrative Officer/Clerk to award contracts, consulting appointments, etc. for the month of July where there are no regularly scheduled Committee and Council meetings. This delegated authority has proven beneficial in terms of ensuring that there are no significant time delays incurred in enabling critical project work to proceed.

The delegated authority is given on the understanding that consultant appointments and contract awards are within approved funding authority and are not subject to any irregularities. Departments will make every effort possible to direct required consultant appointments and contract awards to regularly scheduled meetings; however, where this is not possible, staff will utilize the delegated authority process if approved.



# 2023 Strategic Priorities

## Attainable and Affordable Housing

As part of the Ontario Government's goal of building 1.5 million homes by 2031, the EOWC is looking to do our part to increase housing supply through our '7 in 7' regional housing plan.

Across the EOWC region, there are 12,000 to 14,000 units on municipal community rental housing wait lists. The EOWC's '7 in 7' regional housing plan proposes building at least **7,000 community rental units over seven years** across the region to address the wait lists. Using a mixed-model approach, the '7 in 7' plan has the added benefit to bring on nearly 21,000 additional market rate units. This would **total 28,000 housing units**. The plan requires partnering with Federal and Provincial Governments, as well as the private and non-profit sectors, and Indigenous partners. The EOWC is working with KWM Consulting Inc. to create a business case which will be ready by Summer 2023.

The EOWC is also calling on government to develop a strong **financial framework** to support municipalities to prepare, plan and implement housing and support services. In addition, the EOWC is advocating for government to **clarify and standardize 'affordable and 'attainable' housing definitions**.

## Long-Term Care

Municipal governments are key partners in the delivery of long-term care, which was highlighted throughout the COVID-19 pandemic. The EOWC was an early advocate for the four hours of care model that the Province is in the process of implementing and continues to provide evidence-based feedback to inform the government decisions.

The EOWC is advocating for the Province to **implement the long-term care human resources strategy** to address staffing shortages that work for rural long-term care facilities and labour markets. As part of the human resources advocacy, the EOWC is continuing to call on the Provincial Government to **eliminate staffing agencies** that pose an unnecessary and unsustainable resource and cost burden on municipalities and taxpayers.

Additionally, the EOWC is advocating that the Provincial Government **review and modernize the long-term care funding framework**. The EOWC is ready to provide input and work with government and stakeholders.

## Paramedic Services

EOWC member municipalities are experiencing increased pressures on their paramedic services. The EOWC is advocating for **permanent, sustainable and predictable funding** to support paramedic services as well as **community paramedicine** efforts.

The EOWC is also calling on the Provincial Government to **modernize the dispatch system** to improve the prioritization of calls and overall level of service. Additionally, the Caucus is advocating for the Provincial Government and associated stakeholders to **reduce offload delays** at hospitals which would allow paramedics to spend more hours serving their communities.

The EOWC is working with ApexPro Consulting Inc. to update the **Review of Eastern Ontario Paramedic Services Situation Overview report** to be launched in May 2023. The EOWC looks forward to sharing report findings and recommendations with government and stakeholders.



[www.eowc.org](http://www.eowc.org)

 @EOWC\_ON

## Chair's Message

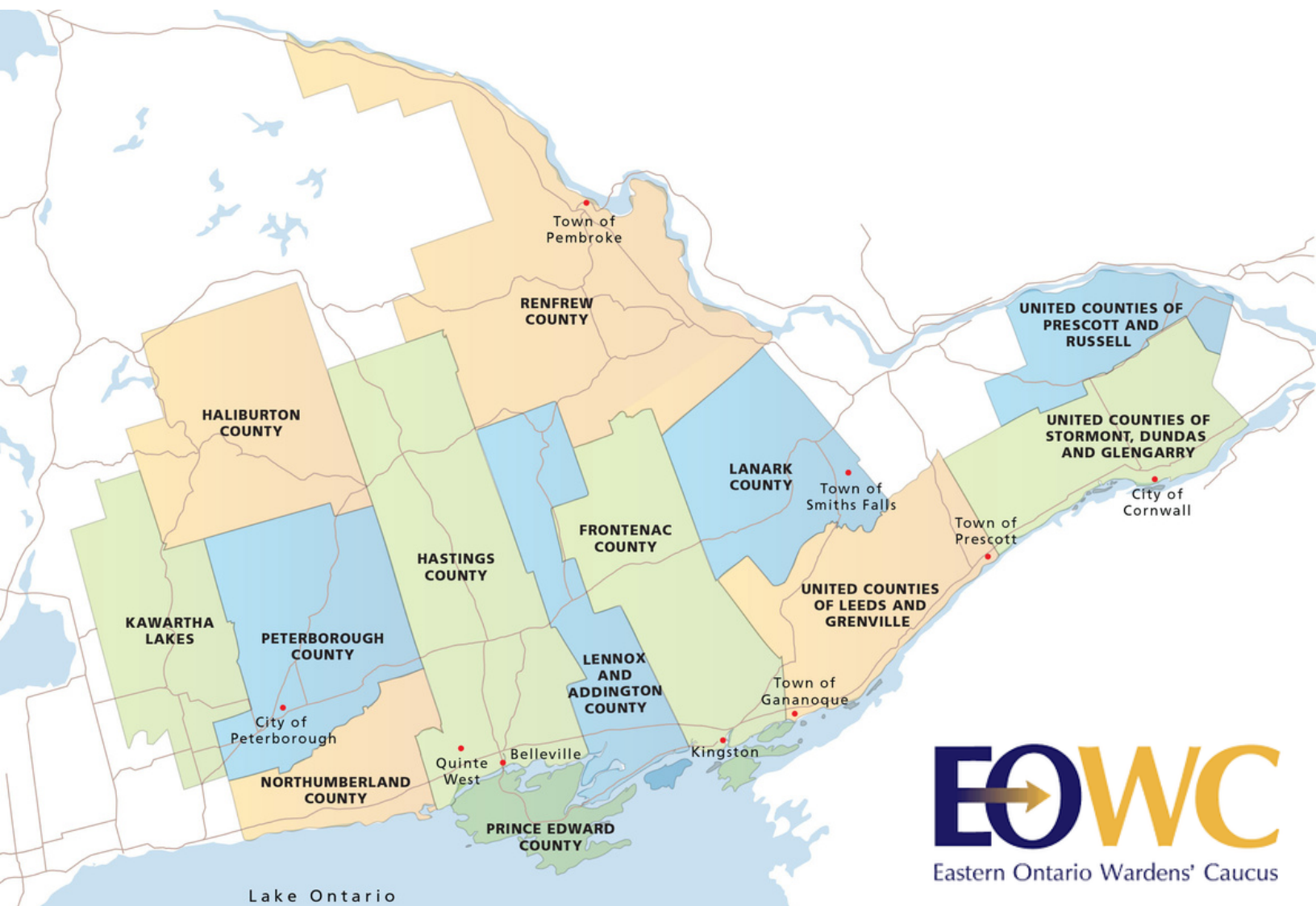
"Now more than ever, municipal governments play a vital role as organizations that unify and strengthen Ontario and Canada. The EOWC is in a position to lead, inform and respond during the coming year and beyond. The Caucus has set clear goals and we intend to strongly advocate on behalf of our region's communities and residents" -  
Chair, Warden Peter Emõn

The Eastern Ontario Wardens' Caucus (EOWC) is an incorporated non-profit organization comprised of the Heads of Councils of 13 upper-tier and single-tier municipalities. The EOWC covers an area of approximately 50,000 square kilometres from Northumberland County to the Québec border. The EOWC supports and advocates on behalf of 103 municipalities including 750,000 residents to champion priorities and work with government, stakeholders, media, and the public.

## EOWC Members

County of Frontenac  
County of Haliburton  
County of Hastings  
City of Kawartha Lakes  
County of Lanark  
United Counties of Leeds and Grenville  
County of Lennox and Addington

County of Northumberland  
County of Peterborough  
United Counties of Prescott and Russell  
County of Prince Edward  
County of Renfrew  
United Counties of Stormont, Dundas and Glengarry



## Contact Information

### Elected Officials and General Inquiries

Chair, Renfrew County Warden Peter Emon  
Vice-Chair, Peterborough County Warden Bonnie Clark  
[info@eowc.org](mailto:info@eowc.org)

### Staff

Meredith Staveley-Watson  
Manager of Government Relations and Policy  
[meredith.staveley-watson@eowc.org](mailto:meredith.staveley-watson@eowc.org)

## Re: LAS Canoe Procurement Group – CFTA Compliance

Thanks for your interest in the Canoe Procurement Group. By participating in this Program your municipality is participating in a buying group and we want to ensure you remain in compliance with trade agreements. Therefore, when purchasing under this Program, the Canadian Free Trade Agreement (CFTA) requires the following:

*7. A procurement entity shall publish a notice of its participation with the buying group at least annually on one of the tendering websites or systems designated by its Party. That notice shall direct potential suppliers to the buying group tender notices website if it is different from its Party's tendering websites or systems.*

It is recommended that your municipality's declaration be posted on the public notice website your municipality uses to posts competition documents for a minimum of two weeks.

To create your municipality's declaration, copy and paste the paragraph below onto a document with your municipality's letterhead. The following language should satisfy the requirements of the CFTA:

**[Insert Municipality Name] intends to participate in one or more procurements conducted by Local Authority Services (LAS) between [month/year to month/year, for indefinite term projects include one year only and post annually ]. For further information and access to LAS request for proposal (RFP) notices, please review the website at [www.las.on.ca](http://www.las.on.ca).**

The above notice can be used for our program offerings including tires, office supplies, traffic supplies, fleet management, culverts, ground engagement, and/or the capital purchase program. Due to the RFP/Tendering process being completed on behalf of the municipalities on the programs listed above, the requirements of the CFTA have been met and your municipality can defer to the third party who undertook the procurement process.

For additional information on the CFTA process, please contact:

Jeff Barten  
Energy and Asset Services Manager  
[jbarten@amo.on.ca](mailto:jbarten@amo.on.ca)  
T 416.971.9856 x357

Rev Feb 2022



**canoe**  
procurement group of canada

A resource for getting started

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# MEMBER PROCUREMENT GUIDE



NOVA SCOTIA  
FEDERATION OF  
MUNICIPALITIES







## WELCOME TO CANOE!

We are pleased to welcome you as a member of one of the largest cooperative purchasing groups in the country! As a member of the Canoe Procurement Group of Canada, you are positioned to take advantage of the combined purchasing power of more than 5,000 municipalities, public agencies, and not-for-profit organizations. This huge economy of scale means greater selection and best value pricing on the products and services you need to build, maintain, and grow your community.



## WHAT IS CANOE?

The Canoe Procurement Group of Canada represents a partnership of municipal associations across the country. In operation since 1936, the purchasing group was created by its membership specifically to support public and non-profit organizations through mutually-beneficial, trade-compliant relationships with suppliers. Canoe is wholly owned and operated by its membership through a not-for-profit municipal association.

Canoe's partnership includes the Rural Municipalities of Alberta (RMA), the Saskatchewan Association of Rural Municipalities (SARM), the Association of Manitoba Municipalities (AMM), the Association of Municipalities of Ontario (AMO) via its Local Authority Services (LAS) arm, the Union of Municipalities of New Brunswick (UMNB), the Federation of Prince Edward Island Municipalities (FPEIM), the Nova Scotia Federation of Municipalities (NSFM), Municipalities Newfoundland and Labrador (MNL), and the Northwest Territories Association of Communities (NWTAC). The group also operates in British Columbia and Nunavut.

Membership is available to the MASH (municipalities, academic institutions, school boards, and hospitals), not-for-profit, and public sectors. Member organizations can include municipalities (both rural and urban), school districts, universities and other academic institutions, electrical associations, natural gas cooperatives, irrigation districts, housing foundations, airports, museums, and many others.

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### Compliant



- ♦ Open RFP process using approved tendering processes
- ♦ Satisfies CFTA and other trade legislative requirements for buying groups

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### Cooperative



- ♦ Like-minded municipal associations across the country
- ♦ Securing best value by leveraging over 5,000 member organizations in Canada

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### Credible



- ♦ Facilitating public sector cooperative procurement since 1936
- ♦ Not-for-profit group representing municipalities across Canada and committed to creating mutually beneficial relationships for both members and suppliers



## WHAT LEGISLATION IS INVOLVED IN PUBLIC PROCUREMENT?

The Canadian Free Trade Agreement (CFTA) provides legislative direction across all provinces and territories of Canada. In addition, there are three regional trade agreements that may impact procurement laws depending on your jurisdiction:

- ◆ The Atlantic Procurement Agreement (APA) for Newfoundland and Labrador, Nova Scotia, Prince Edward Island, and New Brunswick
- ◆ The Ontario-Quebec Trade and Cooperation Agreement (OQTCA) for Ontario and Quebec
- ◆ The New West Partnership Trade Agreement (NWPTA) for Manitoba, Saskatchewan, Alberta, and British Columbia

## WHAT ARE MY OBLIGATIONS UNDER THESE REGULATIONS?

Trade agreements (along with government directives and policies) generally require public sector purchasers to conduct open, competitive procurement processes. This requirement arises if the estimated value of the goods or services to be purchased exceeds certain value thresholds.

This means that once the value threshold is exceeded, the purchaser must purchase from a contractor who is successful in a competitive process (e.g. a request for proposals, request for quotation) that is open to the entire marketplace. That competitive process must meet the requirements of applicable trade treaties, which usually involves posting notices, disclosing relevant information, running a fair evaluation process, etc.

## WHAT IS A BUYING GROUP?

A 'buying group' is generally understood as a group of two or more members that combines the purchasing requirements and activities of the members of the group into one joint procurement process.

For public sector, using a buying group can have advantages that include:

- ♦ Reduced procurement process costs – since group members share in the costs of running procurement processes, rather than each group member bearing the full cost;
- ♦ Access to greater resources and expertise – since group members can pool procurement resources, and can centralize procurement experience; and
- ♦ Potentially better pricing – since the group can leverage its combined buying power, offering suppliers greater purchase volumes.

## HOW DO I COMPLY WITH THE LEGISLATION?

We are keenly aware of the trade agreement obligations that apply to our members. In order to ensure compliance for ourselves and our membership, we:

- ♦ actively review our policies, practices, and process documents to continually improve them based on feedback. We have also engaged external experts to review our process documents to support trade agreement compliance.
- ♦ only run open, competitive procurement processes – we do not engage in invitation-only or non-competitive contract awards (we leave that to our members to decide).
- ♦ are transparent about who our members are. Each municipal association involved is able to provide a list of relevant members so that the marketplace is aware of who may purchase through awarded contracts.
- ♦ ensure our processes account for distributor networks. A network of regional distributors can collectively bid on opportunities, with member organizations entering into contracts with the applicable distributor for their region. Suppliers are not permitted to charge higher pricing than was proposed to us, and must honour the terms of the agreement.

## HOW CAN I BECOME A MEMBER?

In order to join, your organization must be a municipality, public sector entity, or registered not-for-profit group. Membership gives your organization access to all cooperative procurement programs, ranging from office supplies to capital purchases, fuel to employee benefit packages, and much more!

Membership for municipalities is generally handled through your territory or province's municipal association. To join, contact the municipal association representative for your province from the Canoe contact map.



## WHAT DO I NEED TO DO ONCE I JOIN?

In order to make sure your organization is compliant with governing legislation, you should:

1. Review and update your organization's procurement policy to enable participation in group programs (if applicable).
2. Post an annual notice of intention of membership to your designated tendering website and link to the appropriate municipal association.

## HOW DO I MAKE A PURCHASE?

Once your organization has an active account and the steps noted previously are taken, you can make a purchase through one of our programs by contacting the approved supplier of your choice and placing your order. You will need to let the supplier know that you would like to use the cooperative procurement program through Canoe or your municipal association. Indicate that you are purchasing through the buying group on all correspondence and purchase orders.

For information about approved suppliers or assistance with any program, you can contact your Client Relations Manager listed on the Canoe contact map.

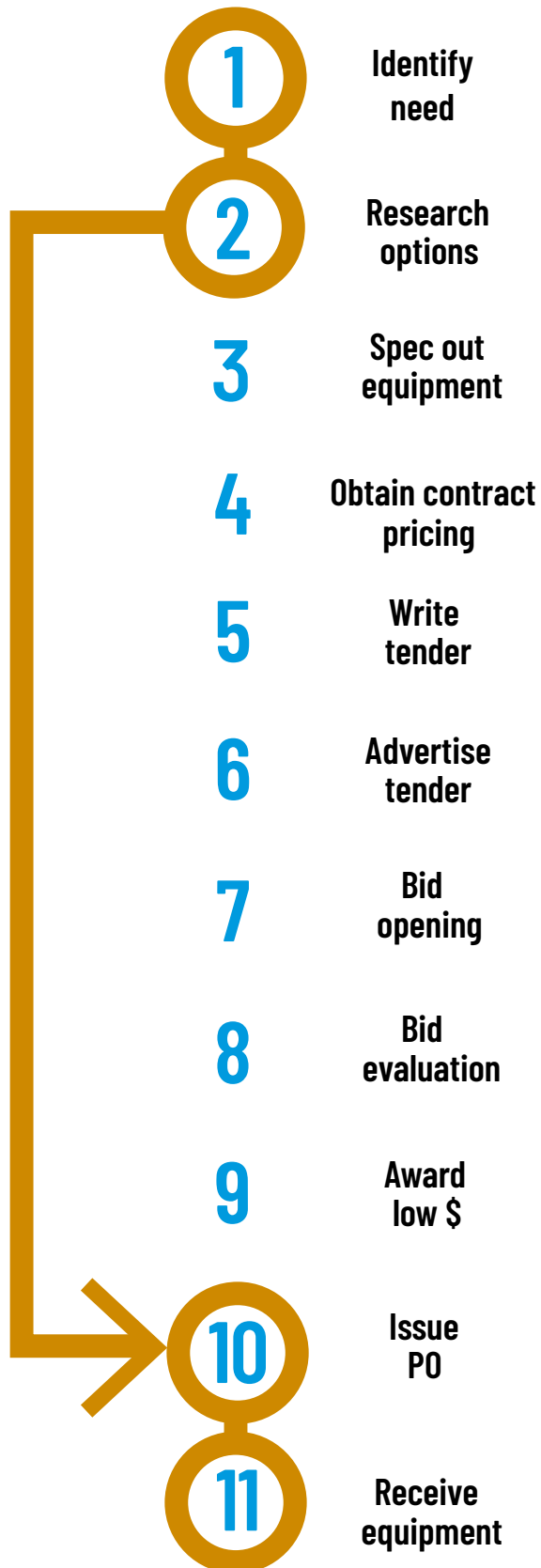


## ONCE I'M A MEMBER, IS PARTICIPATION IN THE PROGRAMS MANDATORY?

No, participation in all Canoe programs is completely voluntary.

You can think of the programs as tools that can assist your organization in generally securing better prices and services than individual organizations by leveraging the buying power of the entire membership. However, if you have a preferred purchasing method already in place, you are free to continue using it.

**We save time and money for our suppliers and members.**



## **Traditional vs. Cooperative Purchasing**

## WHAT ARE THE BENEFITS OF BEING A MEMBER?



### Preferred pricing

Cooperative procurement through Canoe provides discounted pricing and preferred service to members due to the large volume of aggregated purchases.



### Trade-compliant

All Canoe programs are tendered nationally using legislated purchasing methods, meaning any buying done through the programs is compliant with the Canadian Free Trade Agreement (CFTA) and regional trade agreements.



### Simplified process and reduced administration

Because all programs are tendered in compliance with Canadian trade law, members using the programs are not required to go through the tendering process again on their own, reducing administration time and cost.

## DO I NEED TO POST AN RFP OR GO TO TENDER?

As the RFP process is done in advance on behalf of the entire membership, you do not need to post the RFP again. Depending on the program and your local laws, however, you may need to ensure that you have posted notice of your intention to procure using a cooperative buying group on your province's approved tendering system.

If you have questions, please reach out to your local Canoe Client Relations Manager and we will help you through the process.

## HOW DO YOU SELECT SUPPLIERS?

Approved suppliers are selected based on a successful proposal to an open tendering process for the entire membership. Approved suppliers have demonstrated that they are able to provide financial benefit and value to municipalities, public entities, and not-for-profit groups.

Representing over 5,000 members including rural and urban municipalities, school districts, rural electrification associations, and water irrigation districts, Canoe approved suppliers get their products and services in front of an enormous market that would otherwise be challenging for many businesses to navigate. Regulatory compliance for the programs is handled by Canoe on behalf of the membership, providing streamlined administration for members and suppliers alike.

# OUR REACH







## I HAVE OTHER QUESTIONS.

Canoe is committed to ensuring all programs provide your organization with the best value available. Contact your local Client Relations Manager listed on the Canoe contact map if you have any other questions or need additional support at any step of the process – we're here to help!



## **Canoe Procurement Group of Canada - Compliance**

At Canoe, we are keenly aware of the trade agreement obligations that apply to our members. We have an in-house legal team that works with both internal and external procurement experts to actively review our policies, practices, and process documents to continually improve them. Our staff also works with members to answer inquiries and assist with any compliance issues that may arise.

As all of Canoe's procurements are expected to exceed the monetary threshold amounts set out in trade agreements, each procurement process is conducted in accordance with the most restrictive trade agreement requirement.

Regarding the CFTA, Canoe follows the required obligations under Chapter 5 – Article 504. This means:

- Canoe ensures that all procurement is carried out in accordance with the CFTA. Canoe runs an open, transparent, competitive procurement process.
- Canoe publishes a notice for each procurement in Ontario and nationwide on Merx, as well as on applicable provincial procurement posting websites.
- Canoe's Notice of Procurement includes a list of our members and potential future members. Each of Canoe's partner organizations provides a list of relevant members so that the marketplace is aware of the entities who may purchase through awarded contracts.
- Canoe advises its members to annually post a notice of participation on their respective provincially designated procurement sites to advise of their membership in Canoe. Precedent notices of participation are provided to members.

Canoe's procurement process is also in compliance with the CETA, New West Partnership Trade Agreement (NWPTA), Ontario-Quebec Trade and Cooperation Agreement and Atlantic Trade and Procurement Partnership. While these agreements do not set out specific requirements for group procurement, Canoe's process follows, among other things, the mandated posting and evaluation requirements.

## **Complaint with Canadian Public Procurement Policies and Laws**

Canoe runs transparent, open, competitive procurement processes. We do not engage in invitation-only or non-competitive contract awards (we leave that to our members to decide). We continually review provincial procurement policies such as the Ontario Broader Public Sector Procurement Directive to maintain compliance. Additionally, we work with provincial governments to review and update our procedures, when required. Numerous provincial governments, as well as large municipalities such as the City of Toronto, have directly reviewed and approved our process.

## COUNTY OF RENFREW

### CORPORATE SERVICES DEPARTMENT REPORT

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**TO:** Finance and Administration Committee

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

**DATE:** June 15, 2023

**SUBJECT:** Department Report

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#### INFORMATION

1. **Eastern Ontario Wardens' Caucus (EOWC) Treasurers Meeting**

As Chair of the Eastern Ontario Wardens' Caucus Treasurers Group, Mr. Foss held an in-person meeting on Thursday, June 8, 2023 at the Hastings County Office in Belleville. Discussion items amongst the Treasurers included COVID funding costs, revenues and reporting requirements; delay of assessment by Municipal Property Assessment Corporation (MPAC); Long Term Financial Plans and funding of these plans; Asset Management Plan – O. Reg 588/17 deadlines; POA Court backlog due to shortage of Justices of the Peace. The County of Renfrew will also be hosting a Fall EOWC Treasurers' Meeting.

2. **Career Fairs**

On June 6, 2023 members of the County of Renfrew Human Resources Division attended two separate career fairs, promoting the County of Renfrew and lower-tier available positions, but also promoting the County as a preferred place to search for employment opportunities. Human Resources Manager Greg Belmore and Human Resources Coordinator Amanda Nesbitt attended the Shaw Centre in Ottawa for a career fair hosted by Jobs Fair Canada, from 1 to 4 p.m. The event was well attended, and had over a dozen employers present.

Human Resources Coordinator Brady Smith and members of the economic development team attended a career fair hosted by the Petawawa Military Family Resource Center (PMFRC) at the Petawawa Civic Centre from 11 a.m. to 6 p.m. This event was held in conjunction with the Canadian Armed Forces (CAF) Second Career Assistance Network (SCAN) seminar. The seminar is geared towards transitioning military personnel who have specialized training and skills in fields such as aviation, administration, medical, managerial, transportation, logistics and much more. The event was also open to the general public to attend. These initiatives are in support of strategic plan goal number two, workforce development.

### 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
Feb	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
May	652	79	91	354	35	375	65	95	125

### 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
May	6	2	149	114	925	1,188	49	16



## 5. **Provincial Offences Administration Prosecutor Update**

Under the direction of the local Crown Attorney's Office, in early 2023, and following an East Region initiative, the Provincial Offences Prosecutors began reviewing cases for implications under Section 11 (b) of the Charter where a defendant has a right to be tried within a reasonable time. The presumptive ceiling, in normal circumstances, for Provincial Court is 18 months. With COVID-19 creating a discrete and unique event, the Crown's ability to proceed to trial was delayed.

The result of this direction is the disposal of approximately 500 Part I and Part III charges within the County of Renfrew between January to May 2023. The majority of these charges fall under the Highway Traffic Act and the Compulsory Automobile Insurance Act.

Prosecutors must act with objectivity, independence and fairness in every case to ensure timely and principled decision making based on the nature of the alleged offence, the rights and circumstances of the defendant, applicable legal principles, and the public interest. Prosecutors are both advocates and ministers of justice. This dual role excludes any notion of winning or losing.

It is this notion that fueled the analysis behind the backlog reduction initiative. The role of the prosecutor being one of dual capacity, must ensure that the cases being prosecuted are ones that not only have a simple prospect of conviction from an evidentiary standpoint, but also that the administration of justice will not be put into disrepute by proceeding. As you have heard, COVID-19 is what the courts are calling an "unprecedented discreet event" which caused severe impact on the legal system. Coupled with the lack of judicial resources and the recovery from COVID-19, the East Region has taken the decision to review each Provincial Offences case requiring court time for its value in proceeding. There was a standard set of guidelines implemented to follow, in that if a case was still before the court as of March 2023, and the offence date was prior to December 31, 2021, it was to be reviewed for Withdrawal or a Stay. If the charge resulted in death or personal injury, or if there was evidence of recidivism, the matter would proceed. The cases that were being analyzed were being protected by COVID-19 in that, the delay could be explained by COVID and therefore, no legal breach had occurred. What the courts realized in early 2023, was that there was no capacity to continue proceeding with the backlog cases, as the newer cases that were entering the system each day did not have the same legal protection regarding time to trial. Ultimately, the courts would have found themselves being clogged up with Charter motions that take time and resources to hear, leaving little actual time to hear regular cases.

## 6. Provincial Offences Administration MCMA Conference Update

Ashley Wilton, POA Manager attended the Municipal Court Manager's Association Annual (MCMA) Conference from May 15-17, 2023, hosted by the Central East Region in Niagara Falls, Ontario. Agenda items included:

- Keynote Speaker Alan Mallory – Reaching New Heights in Court Management, A Facilitated Session by the Education Committee for a New Manager Onboarding and Mentorship Program;
- Presentation by Chris Bendick, Senior Council, York Region on the Transfer of Part III Prosecution – the Municipal Experience;
- Automated Speed Enforcement Program presented by Jeff Barten, AMO and Rodger Bates, Barrie Court Manager; and
- Facilitated Closed Sessions with the Ministry of Attorney General and MCMA Members.

## RESOLUTIONS

### 7. 2022 Draft Audited Statements

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council that the Draft Audited Statements for the County of Renfrew for the year ended December 31, 2022 be approved.

#### Background

Lori Huber, CPA, CA, Partner, KPMG LLP will be attending virtually today to present the 2022 Draft Audited Statements for the County of Renfrew. These statements for the County of Renfrew for the year ended December 31, 2022 will be distributed prior to the meeting.

## BY-LAWS

### 8. Employment By-law #1

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve the following changes to the Non-Union Staff Salary Grid within Employment By-law #1:

1. Removal of the following positions:
  - a. COVID-19 Screener & Visit Facilitator in Group 1;
  - b. COVID-19 Screener Coordinator in Group 3;
  - c. Trails Coordinator in Group 3;
  - d. Forestry & Trails Technician in Group 6
  - e. GIS Technician in Group 6;
  - f. Manager, Forestry and GIS in Group 9;
2. Creation of the following positions:
  - a. Forestry Technician in Group 5;
  - b. GIS Technician/Planning Technician in Group 5;
  - c. Civil Designer in Group 6;
  - d. GIS Coordinator in Group 6;
  - e. Trails Coordinator in Group 6;
3. Renaming of the following positions:
  - a. Capital Projects Administrator in Group 6 to Building Infrastructure Coordinator in Group 6;
  - b. Manager, Infrastructure in Group 11 to Manager, Capital Works in Group 11;

AND FURTHER THAT the revised Employment By-law # 1 be adopted.

## Background

A summary of the changes to Employment By-law #1 are as follows as approved at the February 2023 Budget Workshop, as well as a housekeeping exercise:

a) Development and Property Department:

To restructure the Forestry and GIS Division and reallocate existing staff within the Development and Property Department as follows:

- Remove the **Manager of Forestry and GIS** position in Group 9;
- Remove the existing **GIS Technician** position in Group 6 and change to a **GIS Coordinator** position in Group 6;
- Add one (1) new full-time **GIS Technician/Planning Technician** position in Group 5;
- GIS staff will report to Planning Division;
- County Forester reports directly to the Director of Development and Property;
- Add one (1) new full-time **Forestry Technician** position in Group 5;
- Remove the existing **Trails Coordinator** position in Group 3, this was an annual 4-month contract trails maintenance position, and with responsibility of County Trails transferring to the Public Works and Engineering Department, their staff will now be assuming these trails maintenance duties;
- Remove the existing **Forestry and Trails Technician** position in Group 6 and change to a **Trails Coordinator** position in Group 6 reporting to the Public Works and Engineering Department.

The Real Estate Division is proposing the renaming of the **Capital Projects Administrator** position in Group 6 to a **Building Infrastructure Coordinator** position in Group 6 and transitioning this position from a one-year contract position to a full-time permanent position. If approved by Committee and County Council in June, this position will be included in the staff salary grid. The Business Case is attached as Appendix I for Committee's information.

b) Public Works and Engineering Department:

- Renaming of **Manager, Infrastructure** position in Group 11 to **Manager, Capital Works** position in Group 11;
- Creation of a new **Civil Designer** position in Group 6 within the Capital Works Division could realize substantial benefits to the design and supervision for culvert structures and simple bridges by allowing some of these typically contracted services to be completed internally.

c) Housekeeping items include the removal of the **COVID-19 Screener and Visit Facilitator** position in Group 1 and the **COVID-19 Screener Coordinator** position in Group 3 due to the end of COVID-19 funding on March 31, 2023.

d) The Renfrew County Housing Corporation is proposing the hiring of a new temporary full-time contract **Community Housing Coordinator** position. If this position is approved by the Renfrew County Housing Corporation Board of Directors at their June 14, 2023 meeting, this position will then be scored by the Human Resources Division and included within the staff salary grid. The Business Case is attached as Appendix II for Committee's information.

Attached as Appendix III are the recommended changes to Employment By-law #1 in bold and strikeout.



## BUSINESS CASE - STAFFING REPORT


Date: **May, 2023**

Department: **Development and Property**

Report Prepared by: **Kevin Raddatz**

<b>PROPOSAL</b>	To move the Building Infrastructure Coordinator position (one-year contract) to full time permanent with benefits.
<b>POSITIONS</b> Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	Building Infrastructure Coordinator
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	<p><b>Background</b></p> <p>In May 2022 a business case was initiated to hire an Infrastructure Coordinator on a one-year contract, funded to the end of the year to assist and support the Real Estate Division in the Renfrew County Housing portfolio in order to ensure long-term viability through building upgrades and completion of capital projects. The recruiting process started in June and a successful candidate was hired on a fixed-term basis commencing on September 26, 2022, and expiring on September 29, 2023.</p> <p><b>Discussion</b></p> <p>Currently the Renfrew County Housing Corporation portfolio includes 1,020 units in the County of Renfrew consisting of duplexes, row houses and apartment type units totalling more than of 1.2 million sq ft. Due to aging infrastructure, Renfrew County Housing Corporation (RCHC) is currently dealing annually with an increased volume of capital projects, in addition to scheduled construction in 2023 of new housing units in Pembroke. The combined projects in 2023 will exceed \$8 million.</p> <p>Reporting to the Manager of Real Estate and in consultation with the Supervisor of Technical Services and the Operations Coordinator, the Building Infrastructure Coordinator is responsible to coordinate and undertake the following:</p> <ul style="list-style-type: none"> <li>• Infrastructure projects and studies using in house and outsourced technical and engineering resources.</li> <li>• Review and work with Administrative Assistant confirming submission of proper documentation.</li> <li>• Prepare engineering designs, contract documents and engineering studies for capital works projects.</li> <li>• Contract administration and routine inspection duties on projects.</li> </ul>

	<ul style="list-style-type: none"> <li>• Initiate studies, prepare designs, tender contracts and supervise construction activities for assigned projects.</li> <li>• Prepare various draft reports and program summaries to document the progress of the projects.</li> <li>• Engage in the contracting and tendering process for all non-recurring projects and for major recurring contracts, such as preventative maintenance contracts; ensure contractors are notified of upcoming tender calls and requests for proposals or quotations; respond to contractor enquiries regarding scopes of work and/or the contracting process.</li> <li>• Follow-up on repairs to ensure compliance with plan specifications and rectifying project deficiencies.</li> <li>• Consult with the various authorities having jurisdiction.</li> </ul> <p>With the ongoing increase of both capital projects and day-to-day maintenance within the aging RCHC portfolio, there is a significant challenge to maintain an efficient and satisfactory service delivery without adequate staffing levels. The Building Infrastructure Coordinator position plays a key role in contributing to success in the Development and Property Department.</p> <p>The County of Renfrew was pleased to receive news from the Ontario government that funding for the Homelessness Prevention Program would be increased from \$1,785,700 during 2022-23 to \$3,569,200 for 2023-24 and the next two fiscal years following that. The funding increase will help to provide additional rent affordability and homelessness prevention supports through existing County of Renfrew programs including, Strong Communities Rent Supplement Program, Rent Allowance Program, Emergency Minor Home Repairs Program, and Emergency Housing Assistance.</p>
<b>RECOMMENDATION</b>	THAT the Development and Property Committee recommends that County Council approves the transition of the Building Infrastructure Coordinator from the one-year contract to full time permanent with benefits in Group 6 (\$36.83-\$41.45) of the Salary Grid in Employment By-law #1.
<b>FINANCIAL CONSIDERATIONS</b>	There will be an increased annual staffing expense of \$14,957 and this additional expense will be covered by additional revenues from Homelessness Prevention Program administration allocation.

	<h2 style="margin: 0;">BUSINESS CASE - STAFFING REPORT</h2>	
	<p style="text-align: right;"><b>Date:</b> <u>June 14, 2023</u></p>	
	<p style="text-align: right;"><b>Department:</b> <u>Community Services</u></p>	
	<p style="text-align: right;"><b>Report Prepared by:</b> <u>Jennifer Dombroskie, Manager of Housing and Homelessness</u></p>	
<b>PROPOSAL</b>	To hire a new contract Community Housing Coordinator (910 hours) with mandatory benefits to meet increased business demands regarding Landlord Tenant Board (LTB) matters, rent arrears maintenance and collection, and policy revisions.	
<b>POSITIONS</b> Union <input type="checkbox"/> Non-Union <input checked="" type="checkbox"/>	Temporary Full-Time Community Housing Coordinator (6-month contract – Pembroke Site)	
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• <b>Background</b></li> <li>• <b>Discussion</b></li> </ul>	The COVID-19 pandemic caused widespread health, social, and financial adversities worldwide. Resulting provincial pandemic policies for eviction freezes and delays within the Landlord and Tenant Board (LTB) resulted in exponential increases to rent arrears.	
<b>Summary (continued)</b>	The Ontario Budget for 2023 announced a \$24 million dollar investment over three years to clear long-standing backlogs at the LTB and to streamline the process to resolve disputes faster. Currently 40 cases are waiting a hearing or a decision from the Landlord and Tenant Board. The number of LTB cases has grown, and the volume of hearings has started to increase. As the LTB moves forward in clearing long-standing backlogs, workload regarding LTB will also increase for Renfrew County Housing Corporation (RCHC). LTB notices, hearings, and arrears tracking causes a significant draw on staff resources, especially since hearings are scheduled for a full day and case participants are required to be on standby as cases are not heard in order. LTB and arrears recovery work are responsibilities within the Community Housing Supervisor job description, however, increases to this work is providing an unsustainable workload pressure and additional staffing is needed to meet the demand.	
<b>RECOMMENDATION</b>	<ul style="list-style-type: none"> <li>• To approve the creation of a new position and to hire a Temporary Full-Time Community Housing Coordinator for a period of six months, during 2023.</li> </ul>	
<b>FINANCIAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• The expense for a six-month contract is expected not to exceed \$50,000.</li> <li>• The position will be funded partially by Homelessness Prevention Program and additional revenue from unbudgeted arrears.</li> </ul>	

**COUNTY OF RENFREW****BY-LAW NUMBER ~~35~~-23****EMPLOYMENT BY-LAW # 1 FOR COUNTY OFFICERS AND STAFF**

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WHEREAS the Council of the Corporation of the County of Renfrew deems it advisable to employ County Officers and Staff under and subject to the provisions of a By-law;

AND WHEREAS the Ontario Municipal Act empowers Council to pass such a By-law regulating the appointment, duties and remuneration of such Officers and Staff;

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

**ARTICLE 1 - INSURANCE AND HEALTH BENEFITS****PART A - Full-Time Employees****1. Pension**

The Ontario Municipal Employees Retirement System Pension Plan shall apply as per the OMERS Agreement.

**2. Life Insurance**

The Employer shall pay 100% of the premiums for Basic Group Life Insurance coverage and Accidental Death or Dismemberment. From age 71 to 75, "life coverage" will be at a rate of 50% of the coverage provided in the original plan for non-union employees.

**3. Extended Health Care**

The Employer shall pay 100% of the premiums for the Extended Health Care Plan. There is a drug dispensing fee cap of \$8.50.

**4. Dental Plan**

The employer shall pay 100% of the standard dental plan (prior year ODA schedule).

In additional, major restorative coverage is provided at 50% co-insurance to a maximum of \$2,000 per year per insured. Orthodontic coverage is provided at 50% co-insurance to a lifetime maximum of \$2,000 per insured.

**5. Health Care Spending Account**

In addition to the Extended Health and the Dental Plan, full-time employees have access to an annual Health Care Spending Account. The Health Care Spending Account is set at \$850.00 annually. This is prorated for new employees.

**6. Optional Life Insurance/Optional Accidental Death & Dismemberment Insurance**

Employees may participate in an Optional Life Insurance Program and an Optional Accidental Death & Dismemberment Program within the terms and conditions of the policy, provided the employee assumes full responsibility for the premiums.

## 7. Early Retiree Benefit

The employer shall pay 100% of the premiums for employees who qualify under OMERS for an Early Retirement Plan for full-time employees as follows:

- For all employees who retired prior to January 30, 2013 a lifetime maximum of \$25,000 for claims.
- For all employees who retire after January 29, 2013 a lifetime maximum of \$50,000 for claims.
- For all employees who retire after March 1, 2015 a lifetime maximum of \$75,000 for claims.
- For all employees who retire after February 1, 2016 a lifetime maximum of \$100,000 for all claims.
- For all employees who retire after March 1, 2021 there is no lifetime maximum cap for all health and dental claims.

## ARTICLE 2 - PAID HOLIDAYS

Thirteen paid holidays shall be provided. Specific days are outlined in the Corporate Policies and Procedures Manual.

## ARTICLE 3 - OTHER ALLOWANCES

## 1. Mileage Allowance

For the use of vehicles authorized by the employee's supervisor, the employee shall receive a mileage allowance established at the maximum automobile allowance rate approved by the Canada Revenue Agency (CRA).

## 2. Meals, Gratuities and Incidental Expenses

While attending conferences, conventions, seminars, workshops or business meetings, employees will receive actual expenses supported by receipts of up to \$95.00 per day.

### 3. Safety Footwear Allowance

- (a) Employees who are required by nature of their job to wear safety footwear on a regular daily basis shall be provided the following annual allowance:  
Effective January 1, 2017: Full-time - \$275.00 per annum  
Part-time - \$137.50 per annum
- (b) Employees who are required by nature of their job to wear safety footwear on an occasional basis will be provided with the above allowance once every three years.

## ARTICLE 4 - RATES OF PAY

## Schedule "A" - Non-Union Salary Grid and Classifications

## ARTICLE 5 - ADJUSTMENT DATE

The next adjustment date shall be January 1, 2024 or earlier as deemed appropriate by Council.



## ARTICLE 6 - ENFORCEMENT AND GENERAL

1. Matters pertaining to working conditions and employment are also set out in the Corporate Policies and Procedures Manual. The manual should be referred to for additional information about the employment conditions contained in this by-law.
2. Any other amendments to this By-law shall be recommended by the Finance and Administration Committee to County Council in the form of a replacement By-law.
3. This By-law shall not be interpreted to contradict or violate any statute or regulation of the Province of Ontario.
4. By-law ~~115-22~~ **35-23** is hereby repealed.
5. This By-law shall come into force and be effective January 1, 2023 except where otherwise noted.

READ a first time this ~~28th 29th~~ day of ~~June March~~, 2023.

READ a second time this ~~28th 29th~~ day of ~~June March~~, 2023.

READ a third time and finally passed this ~~28th 29th~~ day of ~~June March~~, 2023.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

**County of Renfrew Non-Union Staff Salary Grid**  
**Schedule "A"**  
**Effective: January 1, 2023**

Group	Step 1	Step 2	Step 3	Step 4	Step 5 Job Rate	Merit
1	23.36	24.07	24.80	25.54	26.31	1,274.00
2	24.54	25.29	26.04	26.82	27.63	1,483.00
3	29.05	29.92	30.82	31.75	32.70	1,700.00
4	30.57	31.48	32.43	33.39	34.40	1,900.00
5	33.50	34.51	35.55	36.62	37.72	2,122.00
6	36.83	37.93	39.08	40.25	41.45	2,333.00
7	40.21	41.41	42.66	43.93	45.26	2,549.00
8	44.74	46.08	47.46	48.88	50.35	2,759.00
9	50.97	52.50	54.07	55.69	57.36	3,024.00
10	53.35	54.95	56.59	58.29	60.05	3,291.00
11	56.91	58.61	60.36	62.17	64.04	3,557.00
12	60.39	62.21	64.08	65.99	67.98	3,824.00
13	64.44	66.37	68.36	70.42	72.53	4,082.00
14	68.86	70.93	73.05	75.25	77.51	4,349.00
15	73.28	75.47	77.73	80.07	82.47	4,618.00
16	76.45	78.74	81.11	83.54	86.04	4,829.00
17	79.61	82.00	84.46	87.00	89.60	5,045.00

Classification	Permanent Rate
Student (under 18)	14.60
Student (18 and over)	15.50
Lead Hand Premium	2.00
Grader Operator Premium	1.25
Shift Premium	0.85
Weekend	0.50
Commander Shift Premium	0.75

Revised: March 2023

### County of Renfrew Staff Classifications and Salary Ranges

GROUP	HOURLY (\$)	POSITION	
1	23.36 – 26.31	<ul style="list-style-type: none"> <li>Administration Clerk</li> <li><del>COVID-19 Screener &amp; Visit Facilitator</del></li> </ul>	<ul style="list-style-type: none"> <li>Data Entry Clerk</li> <li>Labourer</li> </ul>
2	24.54 – 27.63	<ul style="list-style-type: none"> <li>Administrative Assistant I</li> <li>Fundraising Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Logistics Clerk</li> <li>Maintenance Person</li> </ul>
3	29.05 – 32.70	<ul style="list-style-type: none"> <li>Accounting Clerk I</li> <li>Administrative Assistant II</li> <li>Administrative and Business Support Assistant</li> <li>Court Service Specialist</li> <li><del>COVID-19 Screener Coordinator</del></li> <li>Customer Service Representative</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development Specialist</li> <li>Intake Coordinator</li> <li>Scheduling Clerk</li> <li>Sign Shop Fabricator</li> <li><del>Trails Coordinator</del></li> </ul>
4	30.57 – 34.40	<ul style="list-style-type: none"> <li>Administrative Assistant - Finance</li> <li>Data Analysis Coordinator</li> <li>Economic Development &amp; Entrepreneurship Coordinator</li> <li>Inclusion Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Licensed Home Visitor</li> <li>Tourism Industry Relations &amp; Digital Marketing Coordinator</li> <li>Truck/Equipment Operator</li> </ul>
5	33.50 – 37.72	<ul style="list-style-type: none"> <li>Accounting Clerk I – Finance</li> <li>Administrative Assistant III</li> <li>Eligibility Coordinator</li> <li><b>Forestry Technician</b></li> <li><b>GIS Technician/Planning Technician</b></li> </ul>	<ul style="list-style-type: none"> <li>Junior Planner/Land Division Secretary-Treasurer Media Relations and Social Media Coordinator</li> <li>Tourism Development Officer</li> </ul>
6	36.83 – 41.45	<ul style="list-style-type: none"> <li>Accounting Technician</li> <li>Assistant Food Services Supervisor</li> <li><b>Building Infrastructure Coordinator</b></li> <li><del>Capital Projects Administrator</del></li> <li><b>Civil Designer</b></li> <li>Engineering Technician</li> <li><del>Forestry &amp; Trails Technician</del></li> <li><b>GIS Technician</b></li> </ul>	<ul style="list-style-type: none"> <li><b>GIS Coordinator</b></li> <li>Infrastructure Coordinator</li> <li>IT Technician</li> <li>Junior Planner</li> <li>Mechanic</li> <li>Ontario Works Agent</li> <li>Payroll Administrator</li> <li><b>Trails Coordinator</b></li> </ul>
7	40.21 – 45.26	<ul style="list-style-type: none"> <li>Capital Projects Coordinator</li> <li>Child Care &amp; Early Years Supervisor</li> <li>Client Programs Supervisor</li> <li>Community Housing Supervisor</li> <li>Construction Supervisor</li> <li>County Planner</li> <li>Early Years Supervisor</li> <li>Executive Assistant/Deputy Clerk</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Coordinator</li> <li>Infrastructure Technician</li> <li>Operations Coordinator</li> <li>Patrol Supervisor</li> <li>Small Business Advisor</li> <li>Social Worker</li> <li>Systems Analyst</li> </ul>
8	44.74 – 50.35	<ul style="list-style-type: none"> <li>Administration Supervisor</li> <li>Business Development Officer</li> <li>County Forester</li> <li>Dietitian</li> <li>Environmental Services Supervisor</li> <li>Food Services Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Network Administrator</li> <li>Prosecutor</li> <li>Prosecutor (Bilingual)</li> <li>Senior Planner</li> <li>Supervisor, Ontario Works</li> <li>Supervisor, Technical Services</li> </ul>

GROUP	HOURLY (\$)	POSITION	
9	50.97 – 57.36	<ul style="list-style-type: none"> <li>Employee Health Coordinator</li> <li>Manager, Economic Development Services</li> </ul>	<ul style="list-style-type: none"> <li><del>Manager, Forestry &amp; GIS</del></li> <li>Manager, Provincial Offences</li> <li>Physiotherapist</li> </ul>
10	53.35 – 60.05	<ul style="list-style-type: none"> <li>Commander</li> <li>Manager, Child Care Services</li> <li>Manager, Finance</li> <li>Manager, Housing and Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Human Resources</li> <li>Manager, Information Technology</li> <li>Manager, Ontario Works</li> <li>Manager, Real Estate</li> <li>Resident Care Coordinator</li> </ul>
11	56.91 – 64.04	<ul style="list-style-type: none"> <li><del>Manager, Infrastructure</del></li> <li><b>Manager, Capital Works</b></li> </ul>	<ul style="list-style-type: none"> <li>Manager, Operations</li> <li>Manager, Planning Services</li> </ul>
12	60.39 – 67.98	<ul style="list-style-type: none"> <li>Deputy Chief Clinical Programs</li> <li>Deputy Chief Operations</li> </ul>	<ul style="list-style-type: none"> <li>Director of Care</li> </ul>
13	64.44 – 72.53	<ul style="list-style-type: none"> <li>Nurse Practitioner</li> </ul>	
14	68.86 – 77.51		
15	73.28 – 82.47	<ul style="list-style-type: none"> <li>Administrator, Bonnechere Manor</li> </ul>	
16	76.45 – 86.04		
17	79.61 – 89.60	<ul style="list-style-type: none"> <li>Director, Corporate Services</li> <li>Director, Development &amp; Property</li> <li>Director, Emergency Services /Chief Paramedic Services</li> </ul>	<ul style="list-style-type: none"> <li>Director, Long Term Care</li> <li>Director, Public Works &amp; Engineering</li> <li>Director, Community Services</li> </ul>

Revised: ~~March 2023~~ June 2023