



FINANCE AND ADMINISTRATION COMMITTEE

Monday, September 18, 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 August 17, 2023 (attached).
6. Delegations: None at time of mailing.

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| 7. Administration Report | 2 |
| 8. Corporate Services Department Report | 7 |
| 9. New Business. | |
| 10. Closed Meeting: None at time of mailing. | |
| 11. Date of next meeting (Thursday, October 12, 2023) and adjournment. | |

NOTE: a) County Council: Wednesday, September 27, 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

TO: Finance and Administration Committee

FROM: Craig Kelley, Chief Administrative Officer/Clerk

DATE: September 18, 2023

SUBJECT: Department Report

INFORMATION

1. Retirement – Jeffrey Foss, Director of Corporate Services/Treasurer

Jeffrey Foss, Director of Corporate Services/Treasurer provided notice of his retirement effective December 15, 2023. Jeff joined the County of Renfrew on November 9, 1998 and has over 25 years of providing sound financial advice to staff and elected. In 2021, Jeff lead the shift to a Corporate Services model, integrating many administration services into a unified department. We are all sure that he will miss budget workshops, as we know deep down these were his passion. He silently waited each meeting to don his glasses, leaping at every opportunity to address a calculation error, or to dig deep into the corporate memory. We would like to extend our thanks to Jeff for all his hard work and dedication over the years and we wish him health and happiness as he moves on to this next chapter in his life!

2. Retirement – Laura LePine, Director of Community Services

Laura LePine, Director of Community Services, provided notice of her retirement effective January 12, 2024. Laura joined the County of Renfrew on October 13, 1998 and has been an integral part of the transformation of the department. Starting as an Employment Services Agent and working through the download of services to the County in the early 2000's, Laura has lead the charge. Becoming the Director in 2018, Laura lead her team through the human services integration at Renfrew County Place, and again at the Administration Building, after the extensive renovation that saw all Community Services divisions operate under one roof for the first time in County history. We will certainly miss Laura's passion for her job, the people that her department serves, and the good work that she's been responsible for in the community. We wish her all of the best as she embarks on a fabulous new career of devotion to her family and some great adventures.

3. **Ontario East Municipal Conference**

The Ontario East Municipal Conference was held September 6-8, 2023 in Ottawa. Craig Kelley, Chief Administrative Officer/Clerk, attended along with Warden Peter Emon, and alongside other members of Renfrew County staff. The conference was focused on local initiatives and innovation, and was well attended by many members of local municipal councils. The full agenda can be found here (www.oemc.ca). The County of Renfrew was well represented as it presented to the attendees on the implementation and success of the Renfrew County Virtual Triage and Assessment Centre (RC VTAC) program, as well as engagement on the Regional Housing Initiative (7 in 7) as put forward by the Eastern Ontario Wardens' Caucus (EOWC), and a presentation on the wood basket and bio-economy in Eastern Ontario. Dates have been released for next year as September 11-13, 2024 and will return to the Ottawa Conference and Event Centre.

RESOLUTIONS

4. **Service Delivery Review**

Recommendation: THAT the Finance & Administration Committee recommends to County Council that StrategyCorp Inc. be enlisted to provide an update to the 2020 Service Delivery Review, at an estimated quotation of \$30,555 (excluding HST), as a strategic review of the County's organizational structure; AND THAT funding for this initiative come from the Provision for Unallocated Funds.

Background

In 2020, StrategyCorp Inc. completed a very comprehensive service delivery review of the County of Renfrew, with several key themes and action items identified. Since that time, the administration team has acted upon several of the recommendations with varying levels of success. However, since that time, we have navigated a pandemic, recruitment and retention issues, and, more recently, a spate of retirements of key positions. In order to effectively move the County forward in a progressive manner, and to address some of the key identified priorities of council, it is prudent that a review be taken of the organizational structure in order to address how the administration will adapt to a different environment than existed in 2020. Attached as Appendix I is the proposal submitted by StrategyCorp Inc.

It is anticipated that this review and possible recommendations, will assist the Chief Administrative Officer/Clerk navigate the "new normal". The review will be inclusive of feedback from key personnel, including those departing, and with key elected officials. Due to the work completed already, and the depth of knowledge StrategyCorp Inc. already has with our organization, they are best suited to complete this updated review.



Renfrew County – Strategic Organizational Review: Proposed Scope and Pricing

To: Craig Kelley, Chief Administrative Officer, County of Renfrew
From: StrategyCorp Inc. (SCI)
Date: 2023/06/21
Re: Proposed Scope and Pricing for a Strategic Review of Renfrew County's Organizational Structure

Further to our discussion on May 24, 2023, StrategyCorp has developed a draft scope of work and proposed pricing to complete a strategic review of the County of Renfrew's organizational structure. This document lays out our understanding of the core issues and objectives of the assignment, proposed high level activities, and a high-level cost estimate based on the work plan.

Our Understanding of the Assignment

Renfrew County is transitioning from a period marked by significant, long-term transformation. From 2020 onwards, the county utilized Municipal Modernization funding to renovate and centralize services in its Central Administration Building. This overhaul occurred simultaneously with a service delivery review that undertook to review and revise the County's service delivery model, as well as the unprecedented circumstances caused by the COVID-19 pandemic.

Now, as the pandemic effects recede, an unpredictable 'new normal' takes its place. This new landscape is defined by rapid shifts in population demographics, resident expectations, workforce dynamics, and economic pressures. Like all municipalities, Renfrew County must contend with these changes and consider the best path forward. However, the upcoming wave of retirements among the County's senior leadership adds an extra layer of complexity.

These shifts present both challenges and opportunities. The impending leadership changes mean the loss of extensive experience at a critical juncture. But this transition also provides a chance to reassess and potentially restructure municipal administration to boost efficiency and innovation in service delivery. To facilitate this transition, Renfrew County is seeking assistance for a strategic review of its organizational structure.

Scope and Objectives

A strategic organizational review of the County of Renfrew's administrative structure will aim to:

- Ensure that the County's "form follows function" be aligning the top-level organizational structure to optimally deliver against its strategic objectives and constraints
- Evaluate roles and responsibilities of the County's leadership positions to enable it to address



upcoming gaps in senior capacity and capability optimally

To successfully accomplish this, the scope of this review will include:

- Assessing the current state of the organizational structure to identify core challenges and opportunities
- Benchmarking against peer comparators to inform structure options
- Aligning design principles to evaluate organizational design decisions
- Defining a future-state macro organizational structure
- Recommend changes to SLT roles and responsibilities to enable the future state design

As a strategic review, the scope of this review will be limited to senior leadership positions and the first and second levels of the organizational structure (departments and business units) to inform the macro organizational structure.

Proposed Approach

To complete this review, we propose a four-phase approach based on StrategyCorp's Organizational Design methodology. A high-level overview of the key activities, timelines, and deliverables is provided in the table below. A detailed project workplan and timeline will be developed as part of Phase 1, and work can be accelerated or extended based on the County's requirements.

Phase	1. Kickoff	2. Current State	3. Future State	4. Final Report
Objectives	Align on a detailed project work plan	Evaluate key issues and opportunities	Define the future state org structure	Develop recommendations to implement
Activities	<ul style="list-style-type: none"> • Project kick-off meeting • Data and Document Request • Develop detailed project workplan 	<ul style="list-style-type: none"> • Conduct key stakeholder interviews with SLT and direct reports • Map core services and processes to organizational structure • Identify key strategic objectives and challenges • Benchmark against 3-4 comparator municipalities • Analyze in scope roles and responsibilities • Summarize opportunities, challenges, and organizational implications 	<ul style="list-style-type: none"> • Design principles workshop • Prioritize opportunities • Define design options and rationale • Evaluate options against design principles • Select future state model • Identify role and responsibility gaps vs future state 	<ul style="list-style-type: none"> • Map future state macro org structure • Define role and responsibility changes • Develop implementation plan and timelines • Summarize future considerations and risks • Develop and validate final report
Outputs	Detailed Work Plan	Current State Assessment and Opportunities	Future State Model	Final Report
Timeline	Week 1	Weeks 2-4	Weeks 4-6	Week 7



Proposed Price

Based on the proposed scope and workplan, StrategyCorp estimates could be completed for a fixed fee cost of **\$30,555 (excluding HST)**. This is based on an estimate of 110 hours of effort, and subject to amendment based on additional clarifications, constraints, or assumptions related to the scope or work plan.

COUNTY OF RENFREW

CORPORATE SERVICES DEPARTMENT REPORT

TO: Finance and Administration Committee

FROM: Jeffrey Foss, Director of Corporate Services

DATE: September 18, 2023

SUBJECT: Department Report

INFORMATION

1. **2024 Budget Schedule**

Attached as Appendix I is the draft 2024 budget schedule. This schedule provides a summary of the budget development process here at the County of Renfrew culminating in a two-day budget workshop on January 24 and 25, 2024.

At the request of the Warden during the 2023 Budget Workshop, staff have organized a special Council meeting for Thursday November 9, 2023 to present an update on the County's Asset Management Plan including asset condition ratings, 10-year capital plans and the long-term financial plan. Staff are currently busy preparing a status quo service level budget for 2024 until further final information is presented at this November 9 meeting.

2. **2023 Tax Rates Summary**

Attached as Appendix II is a summary identifying the 2023 general use tax rates for municipalities within Renfrew County. The source of this data is the Online Property Tax Analysis (OPTA) system.

3. **2023 Taxable and PIL Levy by Levy Type**

Attached as Appendix III is a report created by multiplying the 2023 general use tax rates (above) by the 2023 assessment totals on the 2023 return roll and by our Council approved tax ratios. The source of this data is the Online Property Tax Analysis (OPTA) system using the general tax rate for upper and lower tiers, excluding any "special area rates" (street lights, etc.).

4. **2023 Levy Summary Report**

Attached as Appendix IV is a chart that identifies the real budget impact on ratepayers in each municipality based on the tax rates adopted by each municipal council. The Online Property Tax Analysis (OPTA) system multiplies the adopted general tax rates by the Current Value Assessment (CVA) totals in each property class and then calculates the estimated taxation after applying the correct tax ratios. It calculates the levy change from 2022 to 2023 and then subtracts Weighted Current Value Assessment (CVA) Growth percentage to arrive at the “net budget impact” percentage for each municipality. The enclosed report also includes a chart using the “net budget impact” column to sort the data from highest to lowest in terms of percentage.

5. **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
April	726	54	65	352	267	447	89	155	65
May	652	79	91	354	35	375	65	95	125
June	665	51	73	484	287	408	70	130	168
July	654	98	92	334	291	350	34	242	70
August	726	55	89	298	325	465	78	107	57

6. **Provincial Offences Administration Backlog**

The following chart highlights the ongoing backlog of court matters due to ongoing closure of satellite court dates and judicial shortages:

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
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
June	6	2	107	124	856	1087	45	15
July	6	3	93	91	772	956	39	13
August	4	1	123	81	677	881	36	12

7. **Municipal Property Assessment Corporation (MPAC)**

Attached as Appendix V is a Municipal Property Assessment Corporation (MPAC) Update advising that on August 16, 2023 the Ontario Government filed Regulation 261/23 under the *Assessment Act* to extend the current assessment cycle, and the valuation date of January 1, 2016, through to the end of the 2024 taxation year.

8. **Province of Ontario News Release**

Attached as Appendix VI is a Province of Ontario News Release dated August 22, 2023 advising that they are returning to the 75/25 provincial/municipal funding model for public health agencies. Committee will recall that the County of Renfrew met with Parliamentary Assistant Dawn Gallagher Murphy, Ministry of Health as a delegation at the August Association of Municipalities of Ontario (AMO) Annual Conference to, once again, raise our concerns about the 2019 decision to change the cost-share formula.

9. **Watson & Associates – Development Charges**

Mr. Byron Tan, Manager Municipal Finance, Watson & Associates, Economists Ltd. provided an overview of the Development Charges Study for the County of Renfrew at our August meetings of the Finance & Administration Committee and County Council.

At the August 30, 2023 session of County Council, staff were requested to distribute a copy of this study to each municipality, along with an invitation for them to submit any questions they may have by 4:00 p.m. on Friday, September 8, 2023.

Many municipalities have indicated they have yet to meet with their Council to discuss Development Charges, and given the importance of this issue, County staff will defer this Development Charges Question/Answer Summary until the October Finance & Administration Committee meeting to allow adequate time for all municipalities to provide their input.

10. **Restorative Care Business Case – Bonnechere Manor**

At the September 13, 2023 Health Committee meeting, a resolution was adopted recommending to County Council that the Restorative Care staffing complement at Bonnechere Manor be increased by two (2) full-time Physiotherapy Assistant positions (2,080 hours x 2) from existing part-time hours effective October 22, 2023 and that our Committee be so advised.

Attached as Appendix VII is the business case going forward to County Council to support the redistribution of restorative care staffing hours by creating two full-time Physiotherapy Assistant positions from the current part time staffing hours.

**County of Renfrew
2024 Budget Schedule**

	Major Activities	Dates
1.	Finance & Administration Committee recommendation to County Council for approval of Non Union COLA targets for 2024	August 30
2.	10 Year Capital Plans submitted to the Treasurer. Public Works to provide PCI and BCI for entire Road, Bridge and Culvert inventory.	September 22
3.	Non-Union salary and wage projections to Treasurer.	September 22
4.	Internal charges/recoveries are finalized and sent directly to receiving departments from Treasurer for: <ul style="list-style-type: none"> • Finance • HR • IT • Property (Leases) 	September 29
5.	Development of 2023 budget by the Finance Division in consultation with each Director and appropriate staff. Business Cases – Staffing Report(s) must be submitted as per the Business Cases – Standard Operating Procedure	October 2 – November 24
6.	Asset Management Plan Update to County Council – Special Meeting	November 9
7.	Review of Detailed Departmental Budgets with CAO: <ul style="list-style-type: none"> • ½ day session in Council Chambers for each Director and appropriate staff • detailed review of staffing, revenue and expense projections, capital plans and reserves • CAO to receive an overview and provide input 	November 24 – December 8
8.	CAO / Treasurer Review of Consolidated Budgets.	December 8
9.	CAO Review of Consolidated Budget with Senior Leadership Team.	December 12
10.	Warden and Finance Chair review of Consolidated Budget.	December 14
11.	Committee Review of Detailed Budgets: <ul style="list-style-type: none"> • Operations (Tuesday, January 16 – 1:00 p.m.) • Development and Property (Tuesday, January 16 – 9:30 a.m.) • Health (Wednesday, January 17 - 9:30 a.m.) • Social Services (Wednesday, January 17 – 1:00 p.m.) • Finance & Administration (Thursday, January 18 – 9:30 a.m.) 	January 16 - 18
12.	Consolidated Budget Workshop and Council Approval of 2024 Budget.	Wednesday, January 24 and Thursday, January 25 (if necessary)

2023 Tax Rates Summary

Using Actual rates on August 4, 2023 10:36AM EST.

	Residential	New Multi-	Multi-residential	Commercial					Industrial			Large Industrial		Landfills	Pipelines	Farm	Managed Forests
Municipality	Occupied	Occupied	Occupied	Occupied	Excess Land	Vacant Land	On-Farm Bus. 1	On-Farm Bus. 2	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Occupied	Occupied	Occupied	Occupied
Tax Ratios	1.00000000	1.00000000	1.94360000	1.81470000					2.46690400			2.78203200		1.18906600	1.33280000	0.25000000	0.25000000
Education- Retained				0.01250000	0.01250000	0.01250000			0.01250000	0.01250000	0.01250000	0.01250000	0.01250000	0.00980000	0.00980000		
Education	0.00153	0.00153	0.00153	0.00880000	0.00880000	0.00880000	0.0022	0.0022	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.0003825	0.0003825
Upper General	0.00391501	0.00391501	0.00760921	0.00710457	0.00710457	0.00710457	0.00710457	0.00710457	0.00965795	0.00965795	0.00965795	0.01089168	0.01089168	0.00465520	0.00521792	0.00097875	0.00097875
Admaston/Bromley Township, 4742	0.00742786	0.00742786	0.01443679	0.01347934	0.01347934	0.01347934	0.01347934	0.01347934	0.01832382	0.01832382	0.01832382	0.02066454	0.02066454	0.00883222	0.00989985	0.00185696	0.00185696
Arnprior Town, 4702	0.00913245	0.00913245	0.01774984	0.01657266	0.01657266	0.01657266	0.01657266	0.01657266	0.02252889	0.02252889	0.02252889	0.02540678	0.02540678	0.01085909	0.01217173	0.00228311	0.00228311
Bonnechere Valley Township, 4738	0.00691418	0.00691418	0.01343840	0.01254716	0.01254716	0.01254716	0.01254716	0.01254716	0.01705662	0.01705662	0.01705662	0.01923547	0.01923547	0.00822142	0.00921522	0.00172855	0.00172855
Brudenell, Lyndoch and Raglan Township, 4711	0.00588769	0.00588769	0.01144331	0.01068439	0.01068439	0.01068439	0.01068439	0.01068439	0.01452437	0.01452437	0.01452437	0.01637974	0.01637974	0.00700085	0.00784711	0.00147192	0.00147192
Deep River Town, 4796	0.01072964	0.01072964	0.02085413	0.01947108	0.01947108	0.01947108	0.01947108	0.01947108	0.02646899	0.02646899	0.02646899	0.02985020	0.02985020	0.01275825	0.01430046	0.00268241	0.00268241
Greater Madawaska Township, 4706	0.00450282	0.00450282	0.00875167	0.00817126	0.00817126	0.00817126	0.00817126	0.00817126	0.01110802	0.01110802	0.01110802	0.01252698	0.01252698	0.00535415	0.00600135	0.00112570	0.00112570
Head, Clara & Maria Township, 4798	0.00208325	0.00208325	0.00404900	0.00378047	0.00378047	0.00378047	0.00000000	0.00000000	0.00513918	0.00513918	0.00513918	0.00579567	0.00579567	0.00247712	0.00277656	0.00052081	0.00052081
Horton Township, 4746	0.00573182	0.00573182	0.01114037	0.01040153	0.01040153	0.01040153	0.01040153	0.01040153	0.01413985	0.01413985	0.01413985	0.01594611	0.01594611	0.00681551	0.00763937	0.00143296	0.00143296
Killaloe, Hagarty & Richards Township, 4731	0.00711078	0.00711078	0.01382052	0.01290394	0.01290394	0.01290394	0.01290393	0.01290393	0.01754162	0.01754162	0.01754162	0.01978243	0.01978243	0.00845519	0.00947725	0.00177770	0.00177770
Laurentian Hills Town, 4792	0.00742021	0.00742021	0.01442192	0.01346546	0.01346546	0.01346546	0.01346546	0.01346546	0.01830492	0.01830492	0.01830492	0.02064326	0.02064326	0.00882312	0.00988966	0.00185505	0.00185505
Laurentian Valley Township, 4766	0.00460686	0.00460686	0.00895389	0.00836007	0.00836007	0.00836007	0.00836007	0.00836007	0.01136468	0.01136468	0.01136468	0.01281643	0.01281643	0.00547786	0.00614002	0.00115171	0.00115171
Madawaska Valley Township, 4726	0.00548456	0.00548456	0.01065979	0.00995283	0.00995283	0.00995283	0.00995283	0.00995283	0.01352988	0.01352988	0.01352988	0.01525822	0.01525822	0.00652150	0.00730982	0.00137114	0.00137114
McNab/Braeside Township, 4701	0.00677188	0.00677188	0.01316183	0.01228893	0.01228893	0.01228893	0.01228893	0.01228893	0.01670558	0.01670558	0.01670558	0.01883959	0.01883959	0.00805220	0.00902556	0.00169297	0.00169297
North Algona Wilberforce Township, 4769	0.00705164	0.00705164	0.01370557	0.01279661	0.01279661	0.01279661	0.01279661	0.01279661	0.01739572	0.01739572	0.01739572	0.01961789	0.01961789	0.00838487	0.00939843	0.00176291	0.00176291
Petawawa Town, 4779	0.00457279	0.00457279	0.00888767	0.00829824	0.00829824	0.00829824	0.00829824	0.00829824	0.01128063	0.01128063	0.01128063	0.01272165	0.01272165	0.00543735	0.00609461	0.00114320	0.00114320
Renfrew Town, 4748	0.01081286	0.01081286	0.02101587	0.01962210	0.01962210	0.01962210	0.01962210	0.01962210	0.02667429	0.02667429	0.02667429	0.03008172	0.03008172	0.01285720	0.01441138	0.00270322	0.00270322
Whitewater Region Township, 4758	0.00709743	0.00709743	0.01379456	0.01287971	0.01287971	0.01287971	0.01287971	0.01287971	0.01750868	0.01750868	0.01750868	0.01974528	0.01974528	0.00843931	0.00945945	0.00177436	0.00177436

Taxable and PIL Levy From Returned Roll
Renfrew Co, 4700

Name	Levy 2023	Levy 2022	Levy Change (\$)	Levy Change (%)	Weighted CVA GROWTH	Notional Levy Increase
Admaston/Bromley Township, 4742	2,745,001	2,449,335	295,667	12.07%	1.99%	10.08%
Arnprior Town, 4702	11,297,992	10,292,980	1,005,013	9.76%	6.85%	2.92%
Bonnechere Valley Township, 4738	3,763,223	3,588,561	174,662	4.87%	1.81%	3.05%
Brudenell, Lyndoch and Raglan Township, 4719	1,473,118	1,442,205	30,914	2.14%	0.39%	1.76%
Deep River Town, 4796	7,031,047	6,809,128	221,919	3.26%	0.46%	2.80%
Greater Madawaska Township, 4706	3,912,032	3,565,378	346,654	9.72%	2.85%	6.87%
Head, Clara & Maria Township, 4798	520,070	519,753	316	0.06%	0.10%	(0.04%)
Horton Township, 4746	2,684,006	2,571,494	112,513	4.38%	1.88%	2.50%
Killaloe, Hagarty & Richards Township, 4731	2,754,353	2,590,086	164,267	6.34%	1.28%	5.06%
Laurentian Hills Town, 4792	3,531,708	3,516,514	15,194	0.43%	0.53%	(0.10%)
Laurentian Valley Township, 4766	6,273,963	5,988,871	285,092	4.76%	0.61%	4.15%
Madawaska Valley Township, 4726	4,578,344	4,361,641	216,702	4.97%	3.21%	1.76%
McNab/Braeside Township, 4701	6,971,024	6,490,532	480,492	7.40%	3.02%	4.38%
North Algona Wilberforce Township, 4769	3,458,558	3,336,976	121,582	3.64%	1.12%	2.53%
Petawawa Town, 4779	11,064,685	10,243,007	821,678	8.02%	1.59%	6.43%
Renfrew Town, 4748	9,875,455	9,417,143	458,312	4.87%	1.96%	2.91%
Whitewater Region Township, 4758	6,772,857	6,214,199	558,657	8.99%	2.07%	6.92%
County of Renfrew	52,893,934	50,540,388	2,353,546	4.66%	2.16%	2.50%

2023 Taxable and PIL Levy from 2023 Freeze by Levy Type

Using Actual rates on August 4, 2023 10:41AM EST.

	Residential Occupied	New Multi-resi Occupied	Multi-residential Occupied	Commercial Occupied	Excess Land	Vacant Land	On-Farm Bus. 1	On-Farm Bus. 2	Industrial Occupied	Excess Land	Vacant Land	Large Industrial		Landfills Occupied	Pipelines Occupied	Farm Occupied	Managed Fores Occupied	Total
Education	15,955,778	42,327	250,284	9,491,878	61,237	197,860	489	110	305,402	8,582	17,300	345,792	3,595	4,218	3,328,415	233,631	19,050	30,265,948
Renfrew Co, 4700	40,933,381	108,309	1,244,747	6,985,185	49,319	159,053	1,580	355	329,469	9,368	18,603	427,984	4,449	2,004	1,973,569	597,816	48,744	52,893,934
McNab/Braeside Township, 4701	6,354,442	0	13,675	165,393	210	569	0	0	37,419	748	5,140	0	0	896	288,340	99,244	4,947	6,971,024
Arnprior Town, 4702	8,766,389	21,169	644,707	1,455,008	6,182	74,913	0	0	137,469	2,046	15,441	138,081	1,585	0	33,460	1,541	0	11,297,992
Greater Madawaska Township, 4706	3,765,923	0	0	126,068	717	2,676	0	0	1,517	0	0	0	0	156	0	6,818	8,155	3,912,032
Brudenell, Lyndoch and Raglan Township, 4719	1,342,044	0	8,720	74,136	1,441	68	0	0	14,169	774	0	0	0	22	0	26,214	5,529	1,473,118
Madawaska Valley Township, 4726	4,123,177	0	25,552	360,260	141	6,695	0	0	48,394	908	2,940	0	0	55	0	4,942	5,280	4,578,344
Killaloe, Hagarty & Richards Township, 4731	2,589,965	0	15,424	124,259	0	2,235	0	0	2,838	0	0	0	0	52	0	15,624	3,957	2,754,353
Bonnechere Valley Township, 4738	3,415,134	0	48,198	188,781	1,250	2,409	0	0	34,473	883	0	0	0	45	0	60,867	11,184	3,763,223
Admaston/Bromley Township, 4742	2,092,840	0	0	61,718	0	0	775	0	14,379	233	0	0	0	39	283,136	287,068	4,814	2,745,001
Horton Township, 4746	2,226,188	0	16,243	133,672	313	1,004	0	0	28,131	915	0	0	0	88	233,337	41,097	3,018	2,684,006
Renfrew Town, 4748	6,474,236	166,659	591,143	2,322,987	31,031	57,948	0	0	130,610	1,480	9,677	51,915	1,179	1,389	33,824	1,234	143	9,875,455
Whitewater Region Township, 4758	5,648,190	0	31,879	426,198	1,560	6,508	254	0	30,821	2,091	1,406	102,103	725	164	174,385	342,138	4,437	6,772,857
Laurentian Valley Township, 4766	4,770,826	0	17,451	911,320	16,139	11,366	763	418	26,507	276	2,646	117,679	3,463	596	310,065	80,715	3,731	6,273,963
North Algona Wilberforce Township, 4769	3,199,805	0	0	143,769	695	605	52	0	44,895	104	0	0	0	37	0	55,809	12,787	3,458,558
Petawawa Town, 4779	7,108,311	26,133	696,058	2,872,528	16,046	78,862	0	0	25,460	851	450	0	0	0	235,514	1,459	3,012	11,064,685
Laurentian Hills Town, 4792	2,456,282	0	7,687	368,031	1,710	11,967	671	0	33,588	2,122	0	0	0	0	644,212	854	4,586	3,531,708
Deep River Town, 4796	4,089,676	45,268	118,141	2,191,617	8,513	8,548	0	0	7,395	0	0	530,769	0	112	30,617	0	391	7,031,047
Head, Clara & Maria Township, 4798	129,048	0	0	88,849	0	2,480	0	0	949	968	0	0	0	0	297,603	0	173	520,070
Total Lower Tier	68,552,476	259,229	2,234,877	12,014,593	85,949	268,854	2,515	418	619,014	14,397	37,701	940,547	6,952	3,651	2,564,492	1,025,623	76,147	88,707,435
Grand Total - All Taxes	125,441,635	409,865	3,729,907	28,491,655	196,505	625,767	4,584	883	1,253,885	32,348	73,604	1,714,323	14,996	9,872	7,866,476	1,857,069	143,941	171,867,317
% of Total	72.99%	0.24%	2.17%	16.58%	0.11%	0.36%	0.00%	0.00%	0.73%	0.02%	0.04%	1.00%	0.01%	0.01%	4.58%	1.08%	0.08%	100.00%

Subject: FW: MPAC: Property Assessment Update



Good afternoon Craig,

On August 16, the Ontario government filed Regulation 261/23 under the *Assessment Act* to extend the current assessment cycle, and the valuation date of January 1, 2016, through to the end of the 2024 taxation year.

This means that property taxes for the 2024 taxation year will continue to be based on the January 1, 2016 valuation date. Property assessments will remain the same as they were for the 2023 tax year, unless there have been changes to the property.

In addition to the recent Regulation, the government will conduct a review of Ontario's property assessment and taxation system.

MPAC shares the government's interest in ensuring the accuracy, transparency, and fairness of property assessments and we are committed to the continuous improvement of the property assessment and taxation system for the benefit of all Ontarians. While MPAC is not responsible for setting tax rates or collecting property taxes, we welcome the opportunity to work with the Province to ensure the property assessment process is optimal for both property owners and municipalities.

If you have any questions, please reach out to your [local MPAC Account Manager](#).

Sincerely,

Carmelo Lipsi
Vice President, Valuation & Customer Relations
Chief Operating Officer

mpac.ca

Municipal Property Assessment Corporation
1340 Pickering Parkway, Suite 101 L1V 0C4

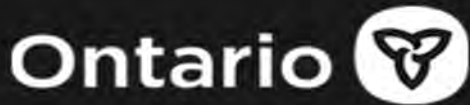
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Subject: FW: Ontario Investing in a Stronger Public Health Sector

From: Ontario News <newsroom@ontario.ca>

Sent: August 22, 2023 3:03 PM

Subject: Ontario Investing in a Stronger Public Health Sector



NEWS RELEASE

Ontario Investing in a Stronger Public Health Sector

Province also increasing funding to municipalities to connect people to paramedics and ambulance services faster

August 22, 2023

[Ministry of Health](#)

LONDON — The Ontario government is taking an important step forward to deliver on [Your Health: A Plan for Connected and Convenient Care](#) by increasing provincial funding for public health agencies to build a robust public health sector that has the support and resources needed to connect people to faster, more convenient care in their communities.

Starting January 1, 2024, the province will restore \$47 million in provincial annual base funding for public health units, which is the level previously provided under the 75 per cent provincial / 25 per cent municipal cost-share ratio. The province is also providing local public health units an annual one per cent funding increase over the next, three years so they can more effectively plan ahead and prepare. This will also allow time for the province to collaborate with municipalities on a longer-term sustainable funding agreement that will not put any additional financial burden on municipalities.

“Building a stronger public health system, with more convenient and consistent access to public health services, is one more way our government is connecting people in Ontario to health care closer to home,” said Sylvia Jones, Deputy Premier and Minister of Health. “The pandemic showed that we need a stronger public health system and this increased funding will help to create a more connected public health system that will support Ontario communities for years to come.”

The province will also work with its partners to refine and clarify the roles of local public health units, to reduce overlap of services and focus resources on improving people’s access to programs and services close to home. One-time funding, resources and supports will be offered to local public health agencies that voluntarily merge to streamline and reinvest back into expanding programs and services.

To connect people to emergency care faster and increase the availability of paramedics and ambulances in communities, Ontario is increasing land ambulance funding to municipalities by an average of six per cent, bringing the province’s total investment this year to over \$811 million.

The province is also investing an additional \$51 million into the Dedicated Offload Nurses Program over the next three years which helps reduce delays paramedics encounter dropping off patients at a hospital and allows them to get back out into the community faster. This investment will help 30 municipalities

cover around 800,000 dedicated hours to support offloading ambulance patients in the emergency department, ensuring paramedics can get back out in the community faster.

With [Your Health: A Plan for Connected and Convenient Care](#), the government continues to take action to strengthen the health care system so that it is responsive and is evolving to meet the health needs and priorities of Ontarians, no matter where they live.

Quick Facts

- Key public health lessons learned from the COVID-19 pandemic will inform how Ontario strengthens the public health sector, including the importance of local public health agencies having capacity to respond in a crisis, the benefit of collaboration across the health care system and the need for stability and sustainability to help local public health agencies plan for, and be able to respond to, ongoing and future crises and challenges.
- Provincial funding for local public health agencies to support the delivery of public health programs and services has increased by approximately 16 per cent since 2018.
- The province's 2023 investment of \$811 million in the Land Ambulance Services Grant represents an average funding increase of 11 per cent for municipalities over the last two years.
- Nearly 200 patient care models being led by more than 50 paramedic services across the province are now approved to provide more appropriate and timely care options for eligible 9-1-1 patients in the community instead of in the emergency department.
- Ontario is investing an additional [\\$44 million](#) this year in 165 high volume and smaller emergency departments to reduce wait times and provide people with faster and easier access to timely care close to home.

Additional Resources


- [Ontario Reducing Wait Times in Emergency Departments](#)
- [Ontario Helping More Students Become Paramedics](#)
- [Your Health: A Plan for Connected and Convenient Care](#)

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	<p style="text-align: center;">Business Case – Staffing Report</p> <p style="text-align: right;">Date: September 13, 2023 Department: LTC - Bonnechere Manor Prepared by: Mike Blackmore, DLTC</p>
<p>Proposal</p>	<p>To create two full-time Physiotherapy Assistant (PTA) positions from current vacant part-time (PTA and Rehabilitation Assistant [RA]) hours to enhance resident care consistency.</p>
<p>Position</p> <p><input checked="" type="checkbox"/> Union</p> <p><input type="checkbox"/> Non-Union</p>	<p>Increase to two (2) full-time PTA positions (2,080 hours x 2 = 4,160) by decreasing 3,664 part-time PTA and RA hours.</p>
<p>Summary</p> <ul style="list-style-type: none"> • Background • Discussion 	<p>Background:</p> <p>The Physiotherapy Assistant (PTA) and Rehabilitation Assistant (RA) positions play critical roles in ensuring residents remain active and mobile as part of the Home's interdisciplinary team. They deliver a variety of one-to-one physiotherapy treatments and small group exercise programs. They help to enhance the residents' quality of life by maintaining the equipment inventory to ensure residents have the proper mobility equipment to ambulate and the equipment needed to prevent falls. They are also responsible for the falls prevention documentation, Resident Assessment Instrument Minimum Data Set (RAI-MDS) and attend resident care conferences.</p> <p>Currently, the staffing complement is three (3) part-time PTA positions and three (3) part-time RA positions. There are currently two vacant part-time positions that remain unfilled. This presents an opportune time to create full-time positions consistent with the Provincial Long-Term Care Staffing Plan as well the Commissioner's recommendation for 70% full-time positions. By converting the part-time hours into two full-time PTA positions, the residents would benefit with consistent treatments, programming and overall service. Staff will also be better positioned to build stronger person-centred relationships aligning with the Butterfly Approach.</p>



Business Case – Staffing Report

Date: September 13, 2023
Department: LTC - Bonnechere Manor
Prepared by: Mike Blackmore, DLTC

Recommendation

THAT the Health Committee recommend to County Council that the Restorative Care staffing complement at Bonnechere Manor is increased by two (2) full-time Physiotherapy Assistant (PTA) positions (2,080 hours x 2) from existing part-time hours effective October 22, 2023. AND FURTHER THAT the Finance and Administration Committee be so advised.

Financial Considerations

Expense:

Increase of two (2) full-time PTA (2,080 hours x 2 = 4,160) by decreasing 3,664 part-time PTA hours and RA hours (including benefits/vacation/stats).

FINANCIAL SAVINGS \$7,747*

*This includes the financial liability consistent with the budget: sick days, vacation days and statutory holidays