



## FINANCE AND ADMINISTRATION COMMITTEE

Thursday, October 12, 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. **Page**
5. Adoption of minutes of previous meeting held on September 18, 2023. 2
6. Delegations: 9:30 a.m. Anne-Marie Nevins, Principal Consultant - Employee Benefits, Cowan Benefits Group to present information on the Municipal Benefits Committee.
7. Administration Report 6
8. Corporate Services Department Report 23
9. New Business.
10. Closed Meeting: None at time of mailing.
11. Date of next meeting (Thursday, November 16, 2023) and adjournment.

**NOTE:** a) **County Council: Wednesday, October 25, 2023.**

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



## FINANCE AND ADMINISTRATION COMMITTEE

Monday, September 18, 2023

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

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

Staff Present: Craig Kelley, Chief Administrative Officer/Clerk  
Jeffrey Foss, Director of Corporate Services  
Laura LePine, Director of Community Services  
Mike Blackmore, Director of Long-Term Care  
Jason Davis, Director of Development and Property  
Michael Nolan, Director of Emergency Services  
Gwen Dombroski, Deputy Clerk  
Tina Peplinskie, Media Relations and Social Media Coordinator  
Connie Wilson, Administrative Assistant, Corporate Services

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

### **RESOLUTION NO. FA-C-23-09-78**

Moved by Councillor Brose

Seconded by Councillor Giardini

THAT the minutes of the August 17, 2023 meeting be adopted. CARRIED.

### **Administration Department Report**

Councillor Doncaster entered the meeting at 9:34 a.m.

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

Mr. Kelley congratulated Director of Corporate Services/Treasurer Jeff Foss and Director of Community Services Laura LePine on their upcoming retirements.

Warden Emon departed the meeting at 9:39 a.m.

Committee congratulated both Director of Corporate Services/Treasurer Jeff Foss and Director of Community Services Laura LePine on their upcoming retirements and thanked them both for their 25-year commitment to the County of Renfrew, recognizing their hard work and dedication during their years of service.

**RESOLUTION NO. FA-C-23-09-79**

Moved by Councillor Donohue

Seconded by Councillor Mayville

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. CARRIED.

Warden Emon re-entered the meeting at 9:47 a.m.

Committee discussed the staffing challenges at the County of Renfrew since the original 2020 Service Delivery Review and indicated that with the workforce dynamics changing, it is prudent that a review be completed of our organizational structure in order to position the County of Renfrew to move forward. Consideration should also be given to having these intrinsic reviews with each term of Council. Committee noted that they are also experiencing these challenges at their local municipalities, therefore the results of this review may be beneficial to their municipalities as well.

Warden Emon noted that consideration should be given to having discussions amongst the local municipalities regarding shared services and/or pooled resources, noting that the last meeting on shared services took place in 2019. With the current staffing and budgetary challenges all municipalities are facing, it is time to bring this discussion to the forefront. Staff indicated that the County of Renfrew is hosting an upcoming Tax Policy Working Group/RCCTA Finance Sub-Committee meeting amongst the local municipal Treasurers on October 5, 2023. Committee noted that consideration should be given for the County of Renfrew to facilitate a shared services discussion amongst the local municipal Chief Administrative Officers/Clerks and Treasurers immediately following the Treasurer's meeting on October 5, 2023.

**RESOLUTION NO. FA-C-23-09-80**

Moved by Councillor Mayville

Seconded by Councillor Brose

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

**Corporate Services Department Report**

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

Mr. Foss overviewed the draft 2024 budget schedule. Committee noted that discussion will take place at the Special County Council meeting scheduled on November 9, 2023 to discuss asset management planning. Specifically, service level standards related to pavement condition index ratings, fleet maintenance, building condition index ratings, etc. and the resulting pressures to the Long-Term Financial Plan, which will also impact the 2024 budget.

Director of Emergency Services Michael Nolan entered the meeting at 10:23 a.m.

Mr. Foss advised that staff are currently working on developing operating budgets for all departments in 2024 utilizing a status quo service level approach.

Committee discussed the resolution approved by County Council at the August session, regarding the non-union salary grid annual adjustment and noted that the other significant component that generally occurs during budget discussions has been the Council's establishment of a levy target. Committee did note that budget challenges will be discussed at the November 9, 2023 meeting, and agreed that Council provide direction to staff regarding the levy target.

**RESOLUTION NO. FA-C-23-09-81**

Moved by Councillor Donohue

Seconded by Councillor Brose

THAT the Finance and Administration Committee recommends that County Council approve the 2024 Budget Guidelines with a 3% annual levy target increase. CARRIED.

Committee recessed at 10:55 a.m. and reconvened at 11:08 a.m. with all persons present except the Director of Emergency Services Michael Nolan.

Committee discussed the challenges with the Municipal Property Assessment Corporation (MPAC) update noting that the property assessment valuation date of January 1, 2016 will continue through to the end of 2024.

Committee discussed the Ministry of Health news release regarding the return to the 75/25 provincial/municipal funding formula model for public health agencies which will allow time for the Province to collaborate with municipalities on a longer-term sustainable funding agreement and build on a stronger public health system. The Province also stated that it will 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. Committee noted the significance of the one-time funding, resources and supports being offered to local public health agencies that voluntarily merge to streamline and reinvest back into expanding programs and services.

**RESOLUTION NO. FA-C-23-09-82**

Moved by Councillor Jahn

Seconded by Councillor Doncaster

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

CARRIED.

**RESOLUTION NO. FA-C-23-09-83**

Moved by Councillor Giardini

Seconded by Councillor Brose

THAT this meeting adjourn and the next regular meeting be held on Thursday, October 12, 2023. Time: 11:22 a.m. CARRIED.

DRAFT

**COUNTY OF RENFREW**

**ADMINISTRATION DEPARTMENT REPORT**

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**TO:** Finance and Administration Committee

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

**DATE:** October 12, 2023

**SUBJECT:** Department Report

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**INFORMATION**

**1. Municipal Shared Services Meeting**

On Thursday, October 5, 2023, senior staff from many of the lower tier municipalities met to discuss shared service opportunities. Attached as Appendix I was a slide deck presented by the County of Renfrew CAO/Clerk to initiate the roundtable discussion. The County of Renfrew is experiencing ongoing challenges with respect to recruitment and retention, resource capacity, the pace of information and it is not alone; the same challenges are being felt in the local municipalities. In an effort to determine shared synergies, this meeting was facilitated at the County of Renfrew offices as an adjunct to a municipal treasurers meeting being held on the same day. This meeting aimed to discuss the progress, challenges, and future prospects of shared services within our municipalities, and provided a valuable platform for collaboration and information sharing. While challenges exist, there is a strong commitment to overcoming them and continuing to reap the benefits of shared services for our municipality. The group has committed to meeting regularly to discuss opportunities, and we look forward to your guidance and support in implementing the recommendations that will be forthcoming.

**RESOLUTIONS**

**2. Rural Ontario Municipal Association (ROMA) Conference**

**Recommendation:** THAT the Finance and Administration Committee recommends that County Council approve a delegation request at the 2024 Rural Ontario Municipal Association (ROMA) Annual Conference with the Minister of Municipal Affairs and Housing, and/or the Minister of Finance to discuss additional funding opportunities with regards to continuous improvements and modernization (i.e. the Municipal Modernization Fund), building on the success of previous funding streams, and a discussion regarding an opportunity to expand the Ontario Municipal Partnership Fund (OMPF) to upper-tier governments; AND THAT the Chair of the Standing Committee, along with the Warden, be designated to attend the delegation.

## **Background**

The Rural Ontario Municipal Association Conference is scheduled for Sunday, January 21 - Tuesday, January 23, 2024 to be held at the Sheraton Centre Hotel - 123 Queen Street West, Toronto.

The 2024 Conference, themed, Closer to Home, will provide rural municipal leaders the opportunity to address policy issues, funding concerns, and to meet directly with Provincial Ministers on local issues. Over 1,500 municipal colleagues, provincial and federal elected officials and senior staff are anticipated to be in attendance at this much anticipated event. As in the past, it is expected that the Conference will have all of the critical rural municipal issues front and centre, with excellent opportunities to be engaged, learn, network and bring innovative solutions back to our community.

The County of Renfrew was successful and made excellent use of the first rounds of the Municipal Modernization Fund. Throughout all three streams, we were able to complete a Service Delivery Review of the organization, a Planning Services Review, an IT and Digital Modernization strategy, amongst other efforts. We would like to continue with many of these projects and bring them to the next phases of development, but require funding, matching or otherwise, to assist us.

It is anticipated that the request(s) for delegations with Provincial Ministers will occur in mid-November. Throughout this past week, Standing Committees have discussed what issues and opportunities have arisen that require intervention or further conversation with our ministerial counterparts. The following is a list of proposed delegations:

- Solicitor General (Minister Michael Kerzner) – Providing an update and possible funding opportunities to align communication systems amongst emergency services (Fire, Paramedic Services, Police)
- Ministry of Municipal Affairs and Housing (Associate Minister of Housing Rob Flack) – Discussion and proposed solutions to housing, including the modular seniors village project and proposed Habitat for Humanity partnership
- Ministry of Municipal Affairs and Housing (Minister Rob Calandra) – Discussion regarding continued and sustainable funding for housing projects in areas outside of the designated urban areas, and to assist community housing Service Managers plan for growth and revitalization.
- Ministry of Health (Minister Sylvia Jones) – To showcase our mobile wellness hub proposal, and the need for specific pilot project funding.
- Ministry of Infrastructure (Minister Kinga Surma) / Ministry of Transportation (Minister Prabmeet Singh Sarkaria) – A discussion and proposal for an interim solution with regards to Highway 17 widening and traffic calming beyond Renfrew.

## **BY-LAWS**

### **3. By-law to Appoint a Treasurer**

**Recommendation:** THAT the Finance and Administration Committee recommend that County Council approve that Daniel Burke be appointed as the Acting Treasurer for the County of Renfrew; AND FURTHER THAT the necessary by-law be passed at the October County Council.

#### **Background**

With the departure of Jeffrey Foss, Director of Corporate Services/Treasurer effective December 15, 2023, it is prudent to appoint Daniel Burke, Finance Manager, as Acting Treasurer effective November 20, 2023.



# Unlocking Efficiency and Savings: Municipal Shared Services

**A Strategic Approach for Enhanced Service Delivery**

**October 5, 2023**

# Agenda

1. Introduction to Municipal Shared Services
2. Benefits of Municipal Shared Services
3. Successful Examples of Shared Services
4. Examples of Shared Services – Future State
5. Implementation Framework
6. Funding and Resources
7. Overcoming Challenges
8. Conclusion and Next Steps
9. Q&A



# Introduction to Municipal Shared Services

## **Definition**

Municipal shared services involve multiple municipalities collaborating to jointly provide services to their communities.

## **Purpose**

Enhancing efficiency, reducing costs, and improving service quality.

## **Importance**

Addressing resource constraints, optimizing resource utilization.

# Benefits of Municipal Shared Services

1. Cost Savings:
  - Economies of scale: Combining resources and operations can lead to cost savings through bulk purchasing, reduced overhead, and more efficient resource allocation.
  - Cost consolidation: Shared services eliminate redundancy and reduce the need for duplicate staff, facilities, and technology, leading to lower operating costs.
2. Improved Efficiency:
  - Standardization: Shared services often involve standardizing processes and procedures, leading to greater efficiency and consistency in operations.
  - Specialization: Centralized teams can develop specialized expertise in their respective functions, leading to improved performance.
3. Focus on Core Business Activities:
  - By outsourcing non-core functions to a shared service partner, municipalities can free up resources and time to focus on their core competencies and strategic objectives.
4. Enhanced Service Quality:
  - Specialized teams can provide better service quality and responsiveness because they have a deep understanding of their functions and can allocate resources more effectively.

# Benefits of Municipal Shared Services

5. Better Technology and Tools:
  - Investments in advanced technology and tools that individual municipalities might not be able to afford, leading to improved capabilities and productivity.
6. Greater Agility:
  - Shared services can adapt quickly to changing business needs and market conditions, as they are designed to be flexible and responsive.
7. Data Analytics and Reporting:
  - Centralized data management and reporting can provide valuable insights and analytics to support decision-making across the organization.
8. Risk Mitigation:
  - Shared services can implement best practices and compliance standards more consistently, reducing the risk of errors, fraud, and regulatory violations.
9. Talent Management:
  - Sharing of services / staffing can lead to better talent management, recruitment, and training, ensuring that all of the municipalities have the right skills in the right places.

# Benefits of Municipal Shared Services

## 10. Scalability:

- Shared services can easily be scaled up or down to accommodate changes in the municipality's size or needs, making it adaptable to growth or downsizing.

## 11. Benchmarking and Continuous Improvement:

- Centralized operations allow for benchmarking against other municipalities, facilitating continuous improvement efforts.

## 12. Transparency:

- Shared services often result in better visibility into costs and performance metrics, enabling better decision-making and accountability.

# Successful Examples of Shared Services

- Weed Inspection
- Trails and Trail maintenance
- By-law enforcement
- Human Resources
- Information Technology
- Planning
- Economic Development / Tourism
- Small Business Support
- GIS
- Purchasing / Procurement
- Public Works – inter-municipal snow removal agreements
- Government lobbying
- Grant writing / funding
- Health: VTAC, OHT, Health Unit
- Emergency Services – exercises, etc.
- AODA – and an Accessibility Advisory Committee
- RAAG Banking Group
- Finance – Tax Policy Working Group and RCCTA (information, policy, solution sharing)
- Cost shared programs with City of Pembroke: LTC, Ontario Works, Child Care, Housing, Paramedic, POA
- Municipal Insurance
  - HR - Municipal Benefits Committee – Cowan/Manulife group benefits
- Events (Ontario Winter Games, EXPO 150, Taste of the Valley, etc.)

# Examples of Shared Services

## Future State

- Building Officials
- Fire
- Legal services
- Housing - - information sharing, best practices, etc.
- Integrity Commissioner
- Community and Safety Well Being Plans
- Diversity, Equity and Inclusion Training
- Policies and procedures, health and safety coordination (falls under Human Resources)



# Implementation Framework

1. Needs Assessment: Identify areas where shared services can bring maximum benefits.
2. Governance Structure: Establish a governing body to oversee shared services.
  - Staffing – do we need a joint Shared Services lead position?
  - Shared Service Committee – Staff/Councils?
3. Service Agreements: Define roles, responsibilities, and service-level agreements.
4. Technology Integration: Ensure seamless information sharing and communication.
5. Performance Metrics: Set clear Key Performance Indicators to measure success.
6. Stakeholder Engagement: Involve all relevant stakeholders in the process.

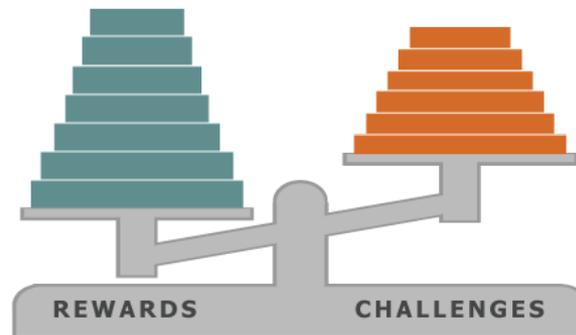
# Funding and Resources

- Provincial grants and incentives
- Cost-sharing among participating municipalities
- Leveraging existing resources
- Public-private partnerships



# Overcoming Challenges

- Resistance to Change: Communicate benefits, involve key stakeholders.
- Legal and Regulatory Hurdles: Navigate legal frameworks, seek regulatory support.
- Cultural Differences: Promote a culture of collaboration and shared goals.
- Technical Integration: Invest in compatible systems and infrastructure.
- Governance and Decision-Making: Define clear decision-making processes.
- Data Privacy and Security: Establish robust data protection measures.



# Conclusion and Next Steps

Summarize key takeaways:

- Shared services can lead to substantial benefits.
- Collaboration is essential for success.
- Planning and governance are critical.

Next Steps:

- Assess your municipality's readiness.
- Identify potential areas for shared services.
- Explore collaboration opportunities.



# Thank You



## Q&A

**COUNTY OF RENFREW**

**BY-LAW NUMBER XX-23**

**A BY-LAW TO APPOINT AN ACTING TREASURER**

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WHEREAS Section 286(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that Council shall appoint a Treasurer;

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

1. THAT **Daniel Burke** is appointed as **Acting** Treasurer of the County of Renfrew.
2. THAT By-law Number **75-16**, being a By-law to Appoint a Treasurer be hereby repealed.
3. That this By-law shall come into force and take effect on **November 20, 2023**.

READ a first time this **25th** day of **October 2023**.

READ a second time this **25th** day of **October 2023**.

READ a third time and finally passed this **25th** day of **October 2023**.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

**COUNTY OF RENFREW**

**CORPORATE SERVICES DEPARTMENT REPORT**

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**TO:** Finance and Administration Committee  
**FROM:** Jeffrey Foss, Director of Corporate Services  
**DATE:** October 12, 2023  
**SUBJECT:** Department Report

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**INFORMATION**

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

Accordingly, attached as Appendix I is a document summarizing question, comments and points for consideration, as well as the resulting responses from Watson & Associates. This document is presented as an information item at our October Committee and County Council meetings, with staff seeking Council direction at the November meetings.

**2. Provincial Offences Administration Workload and Backlog Charts**

Staff have been providing the workload and backlog summary charts monthly to Committee. Unfortunately, due to the timing of the recent statutory holiday and the Committee meeting dates in early October, the data required to prepare these reports is not yet available, therefore staff will add these stats to the charts provided in November.

3. **2024 Budget**

Following the approval of the 2024 Budget Schedule at the September session of County Council, Corporate Services staff have now initiated the 2024 Budget process and are establishing meeting dates with each department throughout the months of October and November to develop their 2024 budgets. Provisions will also be made for the outcome of the Special Meeting of County Council on November 9, 2023 to discuss the Asset Management Plan and resulting pressures to the Long-Term Financial Plan. Each Committee will review the detailed budget in January prior to the Consolidated Budget Workshop.

4. **Fall Tax Policy Work Group/RCCTA Finance Sub-Committee Meeting**

The Finance Division held a Tax Policy Working Group/RCCTA Finance Sub-Committee meeting on Thursday, October 5, 2023, at 10:30 a.m. and all the local municipal treasurers were invited to attend. Common issues discussed included 2024 budget challenges, asset management plans – policy changes, asset retirement obligations, optional small on-farm business subclass and a brief discussion on development charges.

5. **Municipal Benefits Committee**

The Municipal Benefits Committee (MBC) met with our benefits consultants, Cowan Insurance, on September 27, 2023 to review disability cases and is set to meet in late October to review the 2024 Manulife renewal documents. The renewal period for these services is January 1, 2024 – December 31, 2024. By-laws will be brought forward at our November meeting for renewal of the Manulife and Cowan agreements. Anne-Marie Nevins, Principal Consultant - Employee Benefits, Cowan Benefits Group will be attending today's meeting to present information on the Municipal Benefits Committee (MBC).

The use of a shared benefits policy amongst the MBC contributes to Strategic Plan Goal #4, Shared Services and resources, and part of the identified actions to achieve the objectives in 2023.

6. **2023 Service Awards Recipients and Retirees**

As a result of the COVID-19 Pandemic, the County of Renfrew has not been hosting our annual employee service awards recognition dinner but staff were still recognized for their valuable service to the County of Renfrew. In 2022, a survey of staff was completed by over 200 individuals to determine if this event should continue and/or what our service awards should look like in the future. In October 2022, our Committee noted the importance and value of continuing with an event to recognize staff and retirees for all their hard work and dedication to the County of Renfrew and advised that they would like to see this continue.

As a result, the County of Renfrew will be introducing a different format for this year's County of Renfrew Service Awards and Staff Appreciation, which is taking place on Thursday, November 30, 2023 @ 7:00 p.m. at Pembroke Festival Hall. Please join us for an evening to celebrate our County of Renfrew employee's career milestones, retirees and an incredible bunch of employees and enjoy some music and laughs. Doors open at 6:30 and Hors D'oeuvres and refreshments will be served. We hope everyone enjoys this new venue and format. Attached as Appendix II is the detailed poster of this event.

This year we will be recognizing 61 service award recipients who have attained 10 to 40 years of service, as well as 16 retirees. Attached as Appendix III is a draft of the 2023 list of Service Awards Recipients and Retirees.

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

## 7. **Hydronic Distribution System Upgrade – Miramichi Lodge Capital Project**

At the October 11, 2023 Health Committee Meeting, the following resolution was presented and is to be brought to our Committee for information, seeking approval from County Council to award this project to Honeywell Limited:

“THAT the Health Committee recommend County Council award the hydronic distribution system, phase 4 project as per the County of Renfrew GA-01 Procurement of Goods and Services Policy, Section 20.7 for the quoted price of \$143,029.47 excluding HST to Honeywell Limited for the replacement of hydronic controllers with BACnet controllers which was approved through the Miramichi Lodge 2023 Capital Budget; AND FURTHER THAT the Finance and Administration Committee be so advised.”

The sum of \$160,000 was approved through the Miramichi Lodge 2023 Capital Budget for the hydronic distribution system phase four project. The existing Honeywell building automation system is designed to be used with Honeywell brand actuators. Pairing the upgrade actuators with the building automation system that it is designed for ensuring tempered air is paramount. Honeywell Limited was the original installer and maintains the comprehensive contract for this equipment and provided a total project cost of \$143,029.47 excluding HST for the replacement and upgrade of 179 XL10 hydronic controllers to BACnet controllers of type CPO-RS5 in all three wings (A, B and C) and on all floors, as well as one RIO LON controller in the mechanical room on the second floor to be replaced with a CPO-RL5 controller, which will increase comfort and provide energy savings.

Procurement of Goods and Services Policy GA-01, article 22.1 (c) supports that “where only one source of supply would be acceptable and/or cost effective due to compatibility, or safety and liability concerns”, the requirement for competitive bid solicitation for goods, services and construction may be waived under the joint authority of the appropriate Director and the Chief Administrative Officer.

Corporate Policy GA-01, article 20.7 “awards emanating from a Request for Proposal that exceed \$150,000 require the approval of County Council.”

## BY-LAWS

### 8. Tangible Capital Asset (TCA) Policy Changes

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council the approval of the amended Corporate Policy for Tangible Capital Assets FIN-07 Asset Retirement Obligations; AND FURTHER THAT a By-law to amend By-law 4-08, being a By-law to establish Corporate Policies and Procedures for Tangible Capital Assets for the County of Renfrew be adopted.

#### Background

Effective for the year ending December 31 2023, under Public Sector Accounting Standard 3280, municipalities must account for Asset Retirement Obligations (ARO's). The work to meet this new accounting standard is well under way by staff and we foresee no difficulties in complying with this required obligation. As part of our work plan, staff are bringing a new asset retirement obligation policy forward for approval. Staff would like to thank Peterborough County for providing their asset retirement obligation policy as a template. Attached as Appendix IV is the amended By-law 4-08 and the new Corporate Policy for Tangible Capital Assets FIN-07 Asset Retirement Obligations.

Asset retirement obligations: implementation milestones

PHASE 1
<b>Step 1:</b> Development of a PS3280 compliant policy. Include a definition for in-scope assets, productive and non-productive assets, and document known sources of legal obligations (such as regulations and contracts) as well as key roles and responsibilities for retirement obligation identification, measurement and reporting.
<b>Step 2:</b> Identification of TCA/sites inventory. Develop an inventory of potential in-scope assets or sites based on existing TCA listings, and inventories used for PS3260 contaminated sites. Reconcile the listing of TCA items to the audited financial statements. Assess in-scope assets against PS3280 recognition criteria.
Milestone – KPMG Audit Team review of PS3280 policy, asset listings, and in-scope assets
PHASE 2
<b>Step 3:</b> Measure the estimated liability. Assess available information, and consider the need for additional environmental assessment of any sites. Document key assumptions and variables, and selection of transition method. Determine if discounting will be applied for any assets. Consider impacts on useful life assumptions for in-scope assets. Document measurement methodology and range of estimate for in-scope assets.
Milestone – KPMG Audit Team review of measurement methodology and range of estimates
<b>Step 4:</b> Reporting. Prepare a library of documentation and assumptions supporting each retirement obligation for audit purposes, and comprehensive documentation of the process followed for implementation. Prepare template financial statements and related note disclosure for 2023 year end.
Milestone – KPMG Audit Team review of working papers and template financial statements

### 9. Employment By-law #1

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council the approval of the following changes to Employment By-law #1 effective October 1, 2023:

1. Change to the Student Wage from \$14.60 to \$15.60 (for students under 18; and
  2. Change from \$15.50 to \$16.55 (for students 18 and over) as outlined in Schedule "A";
- AND FURTHER THAT the revised Employment By-law # 1 be adopted.

## **Background**

The Government of Ontario announced that starting October 1, 2023, the general minimum wage would increase as Ontario continues to work for its workers. Attached as Appendix V is the News Release. This 6.8 percent pay raise for low-income workers builds on the government's steady and predictable increases every year to help families offset the rising cost of living. A summary of the proposed changes to Employment By-law #1 are as follows:

### a) Student Wages

On October 1, 2023, the Ontario minimum wage increased, therefore the County of Renfrew student wages are established as follows:

- Students over the age of 18 are paid at the Province of Ontario general minimum wage, equalling \$16.55 per hour.
- Students under the age of 18 are paid at the Province of Ontario student minimum wage, equalling \$15.60 per hour.

Attached as Appendix VI is Employment By-law #1 in bold and strikeout.

## **10. Corporate Policies and Procedures – Human Resources Policy Changes**

**Recommendation:** THAT the Finance and Administration Committee recommends to County Council the approval of the following amended Corporate Policies:

- a) A-08 Criminal Record Check Policy for All Prospective County of Renfrew Volunteers and RCHC Contractors;
- b) A-12 Photograph Identification for Employees;
- c) A-13 Termination and Resignation;
- d) A-14 Retirement and Early Retirement;
- e) A-15 Code of Ethical Conduct;
- f) A-18 Personal Use of Social Networking;
- g) B-02 Promotion;
- h) B-03 Establishment of New Positions;
- i) B-07 Payroll;
- j) B-08 Uniform and Safety Footwear Allowance;
- k) E-01 Hours of Work and Overtime; and
- l) E-04 Vacation effective January 1, 2024;

AND FURTHER THAT a By-law to amend By-law 63-03, being a By-law to establish Human Resources Corporate Policies and Procedures for the County of Renfrew be adopted.

## **Background**

Attached as Appendix VII is the amended By-law 63-03 and the following policies in bold and strike out:

### a) **A-08 Criminal Record Check Policy for All Prospective County of Renfrew Volunteers and RCHC Contractors**

Formatted to the new accessible template and updated this policy to align with the changes made to Policy A-07 Criminal Record Check for Prospective Employees.

- b) **A-12 Photograph Identification for Employees**  
Formatted to the new accessible template and updated this policy to bring in line with actual County of Renfrew practices.
- c) **A-13 Termination and Resignation**  
Formatted to the new accessible template and updated this policy's definitions, and content to match actual County of Renfrew practices.
- d) **A-14 Retirement and Early Retirement**  
Formatted to the new accessible template and updated this policy's retirement gift section to reflect removal of awards dinner and match actual County of Renfrew practices.
- e) **A-15 Code of Ethical Conduct**  
Formatted to the new accessible template and updated this policy to add definition of conflict of interest, remove preamble, and update enforcement section.
- f) **A-18 Personal Use of Social Networking**  
Formatted to new accessible template and added definitions for clarity to this policy.
- g) **B-02 Promotion**  
Formatted to new accessible template and clarified the process for promotion for this policy.
- h) **B-03 Establishment of New Positions**  
Formatted to new accessible template and updated the language within this policy to reflect the actual practice and to reflect title changes of positions referenced in the policy.
- i) **B-07 Payroll**  
Formatted to new accessible template and updated this policy to reflect the actual County of Renfrew practice.
- j) **B-08 Uniform and Safety Footwear Allowance**  
Formatted to new accessible template and removed the collective agreement reference as policy coverage is limited to non-union employees only.
- k) **E-01 Hours of Work and Overtime**  
Formatted to new accessible template and updated this policy to include the addition of two weeks of paid time for Directors in lieu of over-time, consistent with the practices of other eastern Ontario municipalities.
- l) **E-04 Vacation**  
Formatted to new accessible template and updated this policy to clarify that this is for non-union staff only and to adjust the 11 to 14 years of service to include one additional vacation day per year of service during this time period.

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

Development Charges - County of Renfrew Summary	
<b>ADMASTON / BROMLEY TOWNSHIP</b>	
No submission received.	
<b>ARNPRIOR, TOWN OF</b>	
<b>Question 1</b>	Will the staff report from County staff outlining their analysis of all three options (county-wide charge, area-specific (corridor) charge, no charge) and the recommended option from County Staff be included on the September Finance & Administration Committee Meeting?
<b>Q1 Answer</b>	Watson has presented the draft analysis and options for Council's consideration. Staff are not making any recommendations but will follow Council's direction.
<b>Question 2</b>	In addition to managing the replacement of existing assets, planning for growth impacts is imperative for sustainable financial planning. Regardless of whether development charges are implemented, will the growth projects identified be added to the County's long-term capital plan at the next budget cycle?
<b>Q2 Answer</b>	Council will hold a special meeting on November 9, 2023 to receive an update on the County's asset condition ratings and Asset Management Plan. Council will decide how to fund the growth related projects and if developments charges are appropriate to finance this growth in Renfrew County.
<b>Comment 1</b>	The Town of Arnprior is a strong advocate for the implementation of Development Charges by the County of Renfrew.
<b>Comment 2</b>	Given the complexities of implementing development charges and/or the financial implications of not implementing development charges, it is important that members of County Council receive a full information report, with recommended options on how to proceed from County staff before making any decisions.
<b>Comment 3</b>	While we believe that a County-wide development charge may be the most effective, we would like to see County staff's analysis first on the three options and hopefully the County staff report will address some of the missing information, i.e., if an area-specific (corridor) development charge is implemented, how does the County plan to address growth projects outside these areas? Once the County staff report is available for circulation, we look forward to providing further feedback at that time.
<b>Comment 4</b>	While there may be some desire to wait for the completion of the county-wide Transportation Master Plan (TMP) to identify potential additional projects to populate the listing of development charge capital projects, waiting to implement a development charges by-law will delay the collection of development charges. Implementing a development charges by-law as soon as possible to capture the list of currently identified growth projects and begin the collecting of fees would be more advantageous. <b>Feedback Summary:</b> <ul style="list-style-type: none"> <li>• County Staff report with option analysis &amp; staff recommendation is needed.</li> <li>• Add growth projects to the County's capital plan at budget time.</li> <li>• Do not delay the implementation of development charges due to the Transportation Master Plan timing.</li> </ul>
<b>BONNECHERE VALLEY TOWNSHIP</b>	
	Council is reviewing on September 19 and no other submission received.
<b>Comment 1</b>	There should be an option 3 – No Development Charges at this time.
<b>Comment 2</b>	Staff is concerned with timing and the economy as well as the administration of something new when we are already under staffing and resource pressures.
<b>Comment 3</b>	That being said if the 17 Corridor is interested. We would support that. We did not see Head Clara Maria on there (perhaps they do not have County Roads?). They are not in the proximity of the proposed projects for the corridor calculations. The list of corridor municipalities could be revised if requested.
<b>BRUDENELL, LYNDOKH &amp; RAGLAN TOWNSHIP</b>	
<b>Comment 1</b>	Resolution# 2023-10-04-06 - THAT Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan does not support the County Development Charges within our Municipality.
<b>Comment 2</b>	Development Charges should be applicable in the development areas where the infrastructure in place would need to be addressed; more so in higher urban areas and the 17 corridors. These are the areas where subdivisions are more likely to occur thus needing the infrastructure in those areas to be expanded/upgraded or increased to accommodate the demand.
<b>Comment 3</b>	Development Charges being applied to our Township is an unfair burden to our rate payers as we do not anticipate a large volume of subdivisions impacting our infrastructure as other urban areas or main fairways such as Highway 17 and 417 will see.
<b>Comment 4</b>	At this point in time the stability of the economy has not yet recovered from COVID, interest rates are still climbing. Adding these costs to our residents and potential residents is unfair to the rural areas. Smaller Municipalities have a limited tax base and encourage new residents to move here and build new homes. Having these Development Charges will only discourage new buildings and hurt the local economy.

**Development Charges - County of Renfrew Summary**

**DEEP RIVER, TOWN OF**

No submission received.

**GREATER MADAWASKA TOWNSHIP**

**Question 1**

Question is regarding 508 and 511 (Calabogie and Lanark Road). Were these two roads considered when reviewing projects that should be in the DC study. DC's are intended to consider growth projects that may be projected in the next 10 years, therefore, these roads are more proactive growth consideration for the DC. As greater Madawaska continues to grow, this will be a concern with the narrow roads, and turns into Calabogie. Recognizing this will not be additions of lanes, could it be widening of roads, intersection reconstruction, such as the corner of lanark road and mill st. The narrow bridge crossing the dam on lanark road.

**Q1 Answer**

In November 2021 Council directed staff to survey all local municipalities to create a list of all growth related capital projects. The projects used by Watson for the DC study are based on that list.

**Staff Comments:**

Staff recognize the projects and needs outlined in the DC study. The projects outlined for Arnprior, Laurentian Valley, and Petawawa are for roads that should have been expanded in the past to meet to current growth. I can see the need in collecting now for growth funding that has not been collected to date, a bit more reactive and a great move towards collecting for growth.

**HEAD, CLARA & MARIA TOWNSHIP**

No submission received.

**HORTON TOWNSHIP**

No submission received.

**KILLALOE, HAGARTY & RICHARDS TOWNSHIP**

**The following comments were provided by the Council of Killaloe, Hagarty & Richards:**

Regular Council meeting is September 19th, comments will be provided after that. Staff reviewed the information presented in the County of Renfrew Development Charges – Council Workshop Meeting of August 30, 2023. Staff are of the opinion that there is not enough information to be able to provide comments specific to the intended policies and procedures the County is proposing to implement pertaining to development charges.

**Question 1**

What would be the revised calculations? And what information is being used for these calculations?

**Q1 Answer**

The DCs calculations provided are the maximum allowable amounts based on the Act. The County's policies could implement a DC amount that ranges from \$0 up to the maximum calculated values. Any reductions to the maximum calculated DC amounts will need to be recovered through the tax levy, which will impact all existing taxpayers.

**Question 2**

Are these development charges policies and procedures related to the Development Charges in Urban Areas corporate policies and procedures that were presented in 2021?

**Q2 Answer**

In 2021, staff were directed to examine the proposed road projects in each lower tier municipality. This data collection was used to determine the required infrastructure works to support growth from new developments.

**Question 3**

As indicated on pages 38-40 what is the definition between County of Renfrew – 80% of County wide scenario and County of Renfrew – 100% of County wide scenario?

**Q3 Answer**

Under the Development Charges Act, Bill 23 introduced a mandatory phase-in requirement upon passage of a D.C. by-law. The phase-in of the approved D.C.s must start at:  
 - 80% of its maximum amount in Year 1  
 - 85% in Year 2  
 - 90% in Year 3  
 - 95% in Year 4  
 - 100% in Year 5  
 The presentation illustrates what the D.C. will be at it's 100% calculated rate, but also depicts what the maximum allowable amount to be implemented in year 1 (80%).

**Staff Comment 1**

There are concerns with timing and the state in which the economy is at with constant rises in necessities such as food, gas, clothing, housing, etc.

**Staff Comment 2**

Who would be administering and collecting the development charges as we are already understaffed with limited resources.

**Comment 2 Response**

The Act requires the municipality that issues the building permits to collect the D.C.s

**Staff Comment 3**

We believe that there should be an option of "No Development Charges at this time" with the County finding alternate methods to support their infrastructure projects.

**Staff Comment 4**

At this time, based on the information known to us we do not believe the proposed development charges would benefit our municipality and ratepayers; however we are of the opinion that if the 17 Corridor is interested, we would support them.

**LAURENTIAN HILLS, TOWN OF**

No submission received.

**Development Charges - County of Renfrew Summary**

**LAURENTIAN VALLEY TOWNSHIP**

<p><b>The following are comments and/or questions submitted on behalf of the Township of Laurentian Valley</b></p>	<p>The following are comments and/or questions submitted on behalf of the Township of Laurentian Valley related to the County’s Development Charges being undertaken by Watson &amp; Associates. The Township of Laurentian Valley would like to thank the County for the opportunity to ask questions and provide input at this stage of the process.</p> <p>It should be noted that at this time the comments are provided for consideration in the preparation of the background study and are not to be interpreted as a specific municipal position on County Development Charges. The Township would recommend that after consideration of municipal comments and other County Council comments, it would be prudent for the County to review the final version of the preliminary draft report and any proposed draft by-law, specifically with the lower tier municipalities prior to the formal public consultation and prior to the County adopting any Development Charges By-law.</p> <p><b>The following are provided for consideration:</b></p>
<p><b>Comment 1</b></p>	<p><b>Approach to Calculations for Growth Forecasts</b></p> <p>During the presentation to Finance Committee on August 17, 2023, it was noted that projections for population growth and development trends were based on information provided by the County of Renfrew Planning Department. The Township is concerned that the Consultant did not also consult with lower tier Planning Departments as due to changing trends since the COVID pandemic, population and development growth that is being experienced is not based on past trends so having indicators of growth based on known future developments and pre-consultation on pending applications is critical information. The Township notes that while the County of Renfrew is the approval authority for certain types of planning approvals, not all planning approvals involve the County and therefore, the County Planning Department is not necessarily privy to all of the relevant information for the Consultant to use. Prior to finalizing the Background Report, the Consultant should consult with lower tier planning departments to gather information on pending and proposed developments, particularly commercial/industrial and multi-residential developments which do not require any upper tier planning approvals. As an example, in the Township of Laurentian Valley, commercial/industrial and multi-residential developments that only require site plan approval are not reviewed by the County Planning Department as the approval is delegated to the Township Planner by Township Council. The Consultant should be made aware that while the County provides lower tier planning services to some lower tier municipalities in addition to acting as the County planning approval, that other municipalities within the County have their own Planners instead that should be consulted for additional information.</p>
<p><b>Comment 2</b></p>	<p><b>Impact of County Development Charge on Housing Affordability</b></p> <p>Using either the County-wide DC or Corridor-specific DC, the preliminary maximum eligible charges presented for services related to a County Highway-Roads category, would result in a higher Development Charge for the residential categories than the maximum charge for in the Township including all categories currently applicable in the Township. There is a concern that the impact of an additional County Development Charge will have a negative impact on housing affordability in the Township. Further, should the Corridor-specific DC be applied this impact would be even greater.</p> <p>The Township also surrounds the City of Pembroke which would not be subject to the same County development charge, notwithstanding that a portion of the traffic using the County roads through the Township would be attributable to the City.</p>
<p><b>Comment 3</b></p>	<p><b>Average Level of Service Calculation</b></p> <p>There are a variety of approaches used across Ontario to calculate eligible development charges for roads projects. The approach to capital projects being based on the average expenditure level of service over the past 15 years is only one approach. Other approaches look at how many additional kilometres of each type of roadway have been added, including additional lanes/widenings that would be attributed to growth/increase in traffic volumes. Has any data been included in establishing the average level of service that reviews the increase in traffic volumes on County Roads and/or the increase in kilometres or lanes on County Roads as a metric to then apply to establish an average level of service for dollars per person?</p> <p>If a Corridor-specific DC is to be applied we would suggest that a calculation should look at what has been the average level of service expenditure within those areas in the past 15 years has been as the County-wide level of service should not be applied if the charge is being calculated as corridor-specific.</p>
<p><b>Comment 3 Response</b></p>	<p>The determination of the service standards over a past 15-years is a mandatory requirement under the Development Charges Act. This service standard is used to set a 'cap" on the maximum DCs a municipality can charge.</p> <p>With respect to the capital needs, County staff identified the proposed road projects through their evaluation of infrastructure upgrades required due to growth within the County. The County has not undertaken a recent transportation master plan or traffic study. Therefore, Watson worked with County staff to determine growth percentages for each project based on their scope of work. The proposed growth-related dollar amounts within the capital listing cannot exceed the service standard cap.</p>
<p><b>Comment 4</b></p>	<p><b>Approach to Capital Projects</b></p> <p>No information appears to have been included on what the specific growth-related road projects will be. This is of particular importance if a Corridor-specific charge is being applied then the capital works program should reflect what the specific growth related capital projects that the DCs are being collected for are, to ensure that they reflect expenditures on projects that are in the corridor-specific area.</p>

## Development Charges - County of Renfrew Summary

<b>Comment 5</b>	<p><b>More Detail Required on How Eligible Growth-Related Costs Calculated</b></p> <p>During the presentation to Finance Committee on August 17, 2023, it was noted by Byron Tan of Watson &amp; Associates that only about a 5% deduction was being considered towards the eligible growth related capital costs that would be attributed to traffic that was not from the corridor-area municipality with the corridor-specific approach. Additional detail is needed on how the allocation of growth related road works attributable to certain municipalities in the County is being calculated as the value appears too low in most situations. A more in-depth analysis is required of the eligible cost of the specific growth-related road projects.</p> <p>As previously noted, the Township surrounds the City of Pembroke and access to the City for people living outside of LV and working in the City or living in the City and working for major area employers such as Garrison Petawawa or CNL (both of which are outside of LV), results in many of those travelers using County roads located in the Township. Some examples of County Roads that would be used for traffic travelling through the Township, with neither an origin or destination in the Township include, but are not necessarily limited to: Pembroke Street West, Round Lake Road, TV Tower Road, Forest Lea Road, Drive-In Road, Greenwood Road, Doran Road and Woiito Station Road. Where the traffic growth is coming from, needs to be reviewed more closely when factored into the calculation of the eligible net growth-related capital costs that can be attributed to the Township if a corridor-approach is used.</p> <p>Access to the Province of Quebec is also provided through the Township via Provincial Highway 148 which connects to Greenwood Road, a County Road. A portion of this traffic is between Quebec and Highway 17 that connects by using Greenwood Road. The impact of this traffic also has considerations for both the use of the corridor-approach and the County-wide approach.</p> <p>It is noted that the Township and City are in the process of completing a joint Transportation Master Plan for East-West traffic which may provide some supplementary data when available on destination and origin traffic for the area covered by the Study. It is also noted that the County is also in the process of completing a Transportation Master Plan that may provide some data on traffic to provide a better basis for estimating what traffic is attributable to the growth in the communities particular County roads traverse.</p>
<b>Comment 6</b>	<p><b>Implementation and Collection of DCs</b></p> <p>What is the intended approach for the County for collection of development charges? Lower tier municipal resources are already stretched and with the added complexity recent changes to the Development Charges Act have brought into effect and also contemplate with regard to reductions related to affordable and attainable housing, what is the proposed approach that will minimize the burden on lower tier staff?</p>
<b>Comment 6 Response</b>	<b>The Act requires the municipality that issues the building permits to collect the D.C.s</b>
<b>MADAWASKA VALLEY TOWNSHIP</b>	
<b>The following comments were provided by the Staff of Madawaska Valley - September 13, 2023:</b>	Scheduled to be reviewed at the Regular Council Meeting for Madawaska Valley- September 19, 2023, and further comments may be forwarded after this meeting on the following options presented to date: Scenario 1- County-Wide D.C. Scenario 2- Corridor-Area Specific D.C.
<b>Comment 1</b>	Add Scenario 3 - Not implementing DC Charges at this time.
<b>Comment 2</b>	Madawaska Valley Twp as a lower tier municipality retained the services of Watson & Associates in 2022 for a local D.C. study and it was deemed to be too financially restrictive for our residents. As a lower tier we qualify for more of the D.C. eligible services water/wastewater-library, fire, roads, etc.
<b>Comment 3</b>	A County Wide D.C. removes revenue options in the future for lower tiers who may want to implement local D.C.
<b>Comment 4</b>	Considering the local /regional issues with housing, staffing, interest rates and the economy, the Council decided not to implement a D.C. locally at this time and this position likewise applies to a County charge.
<b>Comment 5</b>	It would be difficult to justify to our residents that the Council listened to their residents and now the County could, if Scenario 1 is selected, add a charge deemed to be too high.
<b>Comment 6</b>	It is clear from the information provided that the growth-related needs exist exclusively to municipalities along the Highway 17 corridor.
<b>The following comments were provided by the Council of Madawaska Valley September 25, 2023:</b>	<p>The Council for the Township of Madawaska Valley met at their Regular Council Meeting on September 19th, 2023 to review the "Development Charges - Council Workshop Meeting Presentation, dated August 30, 2023".</p> <p>The proposal included:</p> <ol style="list-style-type: none"> <li>1. Scenario 1-County Wide D.C.- Applies to all lower-tier municipalities (no option to opt out) - building permits to include a county development charge of \$4759 for a single detached dwelling.</li> <li>2. Scenario 2- Corridor-Area Specific D.C.- Applies only to the municipalities along Highway 17, being Arnprior, McNab/Braeside, Renfrew, Horton, Whitewater Region, Laurentian Valley, Petawawa, Laurentian Hills and Deep River. Building permits to include a county development charge of \$5647 for a single detached dwelling.</li> <li>3. Project table listing "Increased Service Needs Attributable to Anticipated Development, 2023-2036", the project location and cost estimates.</li> </ol>
<b>Comment 1</b>	Council's review and comment emphasized the sentiment that the proposal would be financially restrictive for the residents of Madawaska Valley. In 2022, Council listened to their residents and took into consideration the challenging economic times and the immediate need for more housing when making their decision to not implement a local Development Charge.
<b>Comment 2</b>	With a County-wide Development Charge, it would be difficult to explain to the residents of Madawaska Valley, who have only seen limited development over the years, and who at this time are not subject to a DC, that they would be paying towards highway improvements in other areas of the County.
<b>Comment 3</b>	Development charges can be used to fund a variety of local services provided by the local municipality, such as roads, fire, waste management and water/wastewater services. Implementing a County DC on a lower-tier without a charge, will limit local funding options by making it more difficult for lower-tiers to consider a charge in the future.
<b>Comment 4</b>	Council acknowledged the staffing limitations to administer this charge on behalf of the County. The proposed DC is recognized as a burden to staff and resources as this charge will require time and effort to collect and answer questions from the public, with the understanding that the DC will not result in local benefits for Madawaska Valley.
<b>Comment 5</b>	The discussion at the September 19th meeting indicated that Council's preference is that the County does not move forward with a Development Charge at this time. That said, it is apparent from the information provided that the highway improvements to be funded from the DC proposal are located in municipalities along the Highway 17 corridor. Therefore, should the County implement a DC, the corridor specific option is recommended.

<b>Development Charges - County of Renfrew Summary</b>	
<b>Comment 6</b>	For many years the municipalities along Highway 17 have accumulated development charges from their own local programs and have benefited from an increased tax base due to growth.
<b>Comment 7</b>	Council noted the impacts of growth resulting from the Highway 17 expansion as well as Provincial mandates for increased housing, are now directly affecting far removed areas of the County, by way of proposed option No. 1.
<b>Points for Consideration 1</b>	Council expressed the timelines for this review were short and looks forward to the review of the background study.
<b>Points for Consideration 2</b>	The weighted vote of County Council is distributed by population, most of which is along the Highway 17 corridor. This negates the vote of municipalities with populations under 5,000, such as Madawaska Valley.
<b>Summary</b>	In summary, the Council discussion indicated that neither scenario 1 or scenario 2 were supported. Council did put forth a third option which is not implementing a County DC Charge at this time. We thank you for the opportunity to forward concerns and points for consideration on behalf of our residents.
<b>McNAB/BRAESIDE TOWNSHIP</b>	
<b>The following comments were provided by the Council of McNab/Braeside:</b>	Council of the Township of McNab/Braeside could be willing to support the County-Wide Development Charges but would need the following questions addressed and would be more amenable if the following were added to the list of projects:
<b>Comment 1</b>	The document circulated seems to only include Development Charges related to "services related to a highway". Will additional Development Charges be implemented at a later date for the other eligible County services such as ambulance and long-term care etc.? If so, what will these additional costs be?
<b>Comment 2</b>	Referring to slide 35 - The proposed County Development Charges are compared to other County Charges. Are the other counties only charging DC's for 'Services related to a highway' or do they have other services included in their DC's?
<b>Comment 2 Response</b>	The survey of DCs for other Counties includes all related services that are part of their DC rates to illustrate the total DCs payable by municipality. If Council request, future comparators will also identify the services related to a highway component separately.
<b>Comment 3</b>	The Development Charges for McNab/Braeside include more than just charges for roads. Ours includes \$605.00/residential unit for transportation activities. The new County charge will be a minimum of \$4,759.00/single residential unit. On a standard 40-unit subdivision that is \$24k for Township roads and \$190k for County Roads.
<b>Comment 4</b>	When a new subdivision is constructed, the lower-tier municipality is transferred a new asset to maintain in perpetuity in exchange for the additional property taxes collected. How has the County utilized the additional tax revenue generated from these properties given that the total number of kilometers serviced has remained relatively unchanged over the last 15 years (Slide 20)?
<b>Comment 4 Response</b>	The County has dedicated all Weighted CVA growth into our capital reserves to be used for infrastructure renewal.
<b>Comment 5</b>	Will the County be covering the full cost of growth-related capital work and road uploads going forward? Will a change be made to the County policies to reflect this change?
<b>Comment 5 Response</b>	The County is considering the use of DC's as an alternate tool to fund these growth projects. If not, funding will have to come from the levy, which will impact all existing tax payers.
<b>Points for Consideration 1</b>	<b>The addition of Campbell Drive (Usborne street to Russett Drive) to the Project List.</b> Due to the expansion of Highway 417 and related growth throughout the County, Campbell Drive has seen an increase in the daily traffic volume and now meets the criteria to be uploaded to the County. The County has requested that a cost agreement be implemented with the Township prior to the upload to establish the funding for future upgrades. Council is requesting that Campbell Drive be uploaded to the County and that the costs of future upgrades be financed through the proposed development charges.
<b>Points for Consideration 2</b>	<b>The addition of Stevenson Drive and Brae-Loch Road to the Project List.</b> Stevenson Drive (and subsequently Brae-Loch Road) is accessed from River Road by nearly 1,000 vehicles per day as it is the direct route to get to Highway 417 from neighboring municipalities. Due to the increase in traffic because of the 417 expansion and related growth, the uploading of this infrastructure should be reviewed and added to the County Wide Development Charges Project List.
<b>Council Comment</b>	In general, Council believes it should be the responsibility of the County to upgrade and maintain this infrastructure to ensure that the current design meets the needs of the public.
<b>NORTH ALGONA/WILBERFORCE TOWNSHIP</b>	
<b>Comment 1</b>	Resolution #2023-09-19-368 - That Council does not support Scenario 1 in the presentation prepared by Watson & Associates whereby development charges would apply to all residential and non-residential development within Renfrew County.
<b>Staff Comment 1</b>	From an administrative standpoint, would the County of Renfrew be collecting the development charges?
<b>Comment 1 Response</b>	The Act requires the municipality that issues the building permits to collect the D.C.s
<b>PETAWAWA, TOWN OF</b>	
<b>Question 1</b>	Was there a DC Background Study prepared for municipal review?
<b>Q1 Answer</b>	The presentation at Finance Committee and County Council meetings in August were the first opportunities for review. A background study will be provided based on Council's directions of implementing a DC.
<b>Question 2</b>	What Growth Studies has the County completed to justify rates? I will note that our OP consultants were very surprised that the County had NO growth information that they could provide as part of our OP update. The County simply based growth on population projections based on census data. That is why the Town had to hire another consultant to provide that growth related information.

Development Charges - County of Renfrew Summary	
<b>Q2 Answer</b>	<p>The County had provided growth projections in Appendix A of the County of Renfrew Official Plan, March 26, 2020. These projections provided a range of growth between a low and high scenario to 2036, which was the long-term forecast horizon for the County of Renfrew Development Charges Background Study (DCBS). A DC Study growth forecast is typically informed by an existing Official Plan forecast. The County also provided subdivision data to inform development. In addition to this, Watson also analyzed the following data sources to ground the population forecast for the County and Petawawa:</p> <ul style="list-style-type: none"> <li>•A review of Census historical Census growth to 2021, and how it is tracking to the County's Appendix A Growth Projections. In the case of Petawawa, the 2021 Census came in at 18,160 people which is within the 2021 population range in the OP of 17,314 and 18,192.</li> <li>•Review of historical residential building permit activity up to 2022.</li> <li>•Review of Ministry of Finance (MoF) population projections for Renfrew County. MoF Summer 2022 Projection were available at the time the forecast was completed, which identified an annual population growth rate of 0.5% from 2021 to 2036. The latest MoF Summer 2023 projections have an annual population growth rate of 0.7% from 2022 to 2036. The DC forecast which is based on the OP has an annual population growth rate of 0.8% from 2023 to 2036 (Please note the MoF projections for Renfrew County are for the Census Division which includes the City of Pembroke which is administratively separate).</li> <li>•The DC forecast population growth rate is slightly higher than the latest MoF projections and is tracking to the Appendix A OP forecast, so it appears reasonable to use for the purposes of the DC.</li> <li>•It's important to note that Watson has undertaken a number of DC studies for the local municipalities with Renfrew County over the last few years from which information was utilized for the County's DC (including supply data and discussions with local staff). These include Arnprior, Deep River, Greater Madawaska, Madawaska Valley, Renfrew, Whitewater and Petawawa.</li> <li>•Watson undertook the Town of Petawawa 2019 DC Study which was also based on the County's OPA 25 projections. As part of the Town's 2019 DC, information was provided including active development applications which was also used to inform growth for the County's DC and allocation for the Town.</li> </ul>
<b>Question 3</b>	If Scenario 2 is chosen what policies are in place to limit the creation of lots in those municipalities that are not having to charge DC's. Are the more rural municipalities permitted to continue to grow via rural plans of subdivision and severances - thus creating an increase service demand, especially on roads, and yet having no requirement to assist in paying for that growth.
<b>Q3 Answer</b>	These policies would be based on the County's and Lower Tier's Planning policies
<b>Question 4</b>	Have Builders/Developers even been consulted so that they can provide valuable insight as to how increased charges will have an affect on their ability to develop lands? The Town is being told, by developers, that they cannot afford to extend services as part of their developments - it simply doesn't make development financially feasible. They are now looking for assistance from the Town to help pay for the extension of services.
<b>Q4 Answer</b>	The scope of this study did not include a separate consultation with developers. If Council proceeds with the implementation of DCs, the development community will have an opportunity to comment during the public meeting process
<b>Question 5</b>	The presentation sets out some Assumptions - "The Corridor-Area specific calculations due to their proximity to the planned capital works". What planned capital works are they referring to?
<b>Q5 Answer</b>	County Staff previously circulated the full list of growth related capital projects that relates to the \$56 million in the report at the September Council meeting
<b>Question 6</b>	The County is looking for DC's to cover costs associated with roads. It appears, when you look at other County DC by-laws, that their total DC charges include other growth related services as well. The bar graphs therefore may not accurately reflect a comparison of DC charges specific to roadways only. Would that not be a better comparison?
<b>Q6 Answer</b>	The survey of DCs for other Counties includes all related services that are part of their DC rates to illustrate the total DCs payable by municipality. If Council request, future comparators will also identify the services related to a highway component separately.
<b>Question 7</b>	I don't understand how the County can find it fair to place the DC burden on only a limited number of municipalities and not 17. How are comparable Counties allotting DC's?
<b>Q7 Answer</b>	Through the Development Charges Act, municipalities have the ability to impose a DC on a municipal-wide basis or area-specific basis. Other Counties have implemented on a County-wide basis. Part of the scope of this process was to consider both a County-wide and area-specific scenarios, which has been provided to Council for consideration.
<b>Comment 1</b>	Attachments: Byron – I believe these attachments are simply related to Question#2 and where the population data comes from - Doc showing the County preparation of growth studies. This is the normal course of business but the County of Renfrew hasn't done this in the past. (Email dated August 30, 2023 11:50 AM from Jeff Foss to Byron Tan)
<b>Comment 2</b>	Dufferin Schedule 'B'. DC charges based on various services not just roadways. (Email dated August 30, 2023 11:50 AM from Jeff Foss to Byron Tan)
<b>RENFREW, TOWN OF</b>	
<b>Comment</b>	In looking at the growth project, the majority of work required is in Arnprior or Petawawa. We believe that "approach 3" should be considered as area specific development charges may be more appropriate. It is felt that the corridor approach (option 2) is being used to boost the population based and spread the DC charge over a greater population base, even though the communities along the corridor do not directly benefit from the growth projects.
<b>WHITEWATER TOWNSHIP</b>	
<b>Question 1</b>	Has a draft DC Background Report been prepared at this time and would a copy it be available for review, confidentially if necessary, by lower tier municipalities. o I think that a review this Report would better serve as a reference document for comments.
<b>Q1 Answer</b>	The draft DC findings were presented to Council in August and then circulated to all municipalities for comment.  The D.C. Background Study has not been released at this time. The information of the study process been presented through the presentations. It was our goal to obtain comments/input from the County municipalities in order to undertake any revisions to the preliminary calculations and receive Council's direction with moving forward with the DCs prior to developing a draft report and by-law.
<b>Question 2</b>	Has a draft DC by-law been prepared which can be circulated so that municipalities can understand the proposed collection process, among other matters.
<b>Q2 Answer</b>	Draft by-laws have not been developed as yet. If Council decides to move forward with DC charges, all related by-laws will follow.

**Development Charges - County of Renfrew Summary**

<b>Question 3</b>	While I recognize that the County are still processing this information, which may be in "draft" form and, at this time, are seeking some preliminary input from municipalities, the impact of these decisions may be significant on resident builders and developers. <ul style="list-style-type: none"><li>o I've conducted a quick google search of this project and have not come across any County webpage or project pages that provide details on this project and I am concerned that our residents are not familiar with the project and its implications.</li><li>o Has a communication strategy or plan been prepared to inform and engage with residents? If so, can a copy be provided or summarized so that we can assist in disseminating the information to our residents.</li></ul>
<b>Q3 Answer</b>	We are currently in the "commenting period" of this project. A communication plan and other related background information will be distributed should Council decide to move forward with this project.

# WHIZ *Comedy Revue* BANG!



**COUNTY OF RENFREW**

**SERVICE AWARDS AND STAFF APPRECIATION**

**AN EVENING TO CELEBRATE CAREER MILESTONES, RETIREES,  
AND AN INCREDIBLE BUNCH OF EMPLOYEES!**

**THURSDAY NOVEMBER 30 7:00 PM**



**TERRY V. HART**



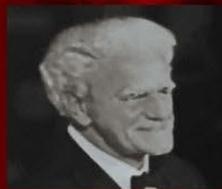
**RICK WHARTON**



**ROB MCLEAN**



**RICHARD KNECHTEL**



**SPECIAL GUEST  
SINGING LEGEND  
FRANK RODGERS!**

**"THEY'LL MAKE YOU LAUGH. THEY'LL MAKE YOU THINK. THEY'LL MAKE YOU THINK YOU'RE LAUGHING!"**



**HORS D'OEUVRES & REFRESHMENTS WILL BE SERVED**

**TICKET INFORMATION WILL BE AVAILABLE SHORTLY**

**PEMBROKE FESTIVAL HALL**

**401 ISABELLA STREET PEMBROKE ONTARIO**



**2023 Service Awards Recipients and Retirees**

<b>Bonnechere Manor</b>		<b>Miramichi Lodge</b>		<b>Community Services</b>	
Charlene Schmidt	10	Brendan Mellish	10	Wendy Hebert	10
Trisha Michaelis	10	Kimberly Lavallee	10	Lori Murdock	10
Brenda Robson	10	Moirra Ryan	10	Kelly Kasdorff	25
Ratheesh Ravi	10	Darlene Hodgins	15	Margo Smith	25
Nancy Tennant	10	Kathy Kohls	15	Laura LePine	25
Meagan Godda	10	Melissa Zadorozny	15		
Cathy Schultz	10	Joan Wasmund	20	<b>Corporate Services</b>	
Brandi Vanzutphen	15	Sonya Labine-Howard	20	Nicholas Ethier	20
Cheryl Edwards	15	Lorraine Stewart	20	Ashley Wilton	20
Kathleen Tanner	15	Shelley Hermitte	20	Jeff Foss	25
Lawanda Clarke-Valliquette	20	Cathy Marcoux	25		
Colleen Kunopaski	20	Carla Newman	25	<b>Development &amp; Property</b>	
Sonia Mick	25	Colleen Szombathelyi	20	Thomas Camelon	10
Sandra Blok	25	Mark Kranz	35	John Prescott	10
Dianne Johnston	30			Angie Schultz	15
Wanda McCorriston	30				
Susan Robertson	35			<b>Public Works &amp; Engineering</b>	
Lynn Gavin	35			Nick Eckford	15
Lisa Dick	35			Shawn Kelly	15
				Duane Herron	15
				Darren England	20
<b>Emergency Services</b>					
Mike Bowen	10				
Stephanie Rose	10				
Teunis Richards	10				
Mathew Dament	10				
Emily Kelly	10				
Curtis Farrell	10				
Kerri-Lynn McGrath	10				
Shawn Walters	10				
Matthew Cruchet	10				
Kody Koepsel	10				
Jeff Dodge	15				
Amber Hultink	15				
Benjamin Phillion	15				

## 2023 Service Awards Recipients and Retirees

### Retirees

#### **Administration**

Rosalyn Gruntz 25

#### **Bonnechere Manor**

Joan Stafford 6

Kelly Ann McCallum 14

Caroline Lepine 21

Faye Dougherty 23

Sandra Blok 25

Pauline Fehaber 36

#### **Community Services**

Wendy Hill 8

Brenda Jolicoeur 26

#### **Corporate Services**

Gordon Thom 22

Jeffrey Foss 25

#### **Emergency Services**

Mike Bowen 10

Brian Leahey 17

Peter Vanderputten 18

#### **Miramichi Lodge**

Shelley Klentz 28

#### **Public Works & Engineering**

Bruce Rathwell 23

DRAFT

**COUNTY OF RENFREW**

**BY-LAW NUMBER ~~103-13~~**

**A BY-LAW TO AMEND BY-LAW NUMBER 4-08  
CORPORATE POLICIES AND PROCEDURES FOR TANGIBLE CAPITAL ASSETS FOR  
THE COUNTY OF RENFREW**

---

WHEREAS on January 30, 2008 the Corporation of the County of Renfrew enacted By-law No. 4-08, a By-law to Establish Corporate Policies and Procedures for Tangible Capital Assets for the County of Renfrew;

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

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

1. THAT the following **new** policy attached to this By-law be hereby enacted as an amendment to the said By-law 4-08:

- **FIN-07 – Tangible Capital Assets – Asset Retirement Obligations**

2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this ~~25th 27th~~ day of **October, 2023** ~~November, 2013~~.

READ a second time this ~~25th 27th~~ day of **October, 2023** ~~November, 2013~~.

READ a third time this ~~25th 27th~~ day of **October, 2023** ~~November, 2013~~.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

<b>Corporate Policies and Procedures</b>				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> FIN-07
<b>POLICY:</b> Tangible Capital Assets – Asset Retirement Obligations				
<b>DATE</b> <b>CREATED:</b> <b>OCT 25/2023</b>	<b>REVIEW</b> <b>DATE:</b>	<b>REVISION</b> <b>DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 1 of 4

## **POLICY STATEMENT**

The objective of this Policy is to stipulate the accounting treatment for Asset Retirement Obligations (ARO) so that users of the financial statements can discern information about these assets and their end-of-life obligations. The principal issues in accounting for ARO's is the recognition and measurement of these obligations.

## **POLICY SCOPE**

This Policy applies to all departments, branches, boards and agencies falling within the reporting entity of the County of Renfrew, that possess asset retirement obligations including:

- Assets with legal title held by the County of Renfrew;
- Assets controlled by the County of Renfrew; and
- Assets that have not been capitalized or recorded as a tangible capital asset for financial statement purposes.

Existing laws and regulations require public sector entities to take specific actions to retire certain tangible capital assets at the end of their useful lives. This includes activities such as removal of asbestos and retirement of landfills. Other obligations to retire tangible capital assets may arise from contracts, court judgements, or lease arrangements. The legal obligation, including obligations created by promises made without formal consideration, associated with retirement of tangible capital assets controlled by the County of Renfrew, will be recognized as a liability in the books of the County of Renfrew, in accordance with PS3280 which the County of Renfrew will be adopting starting January 1, 2023.

Asset retirement obligations result from acquisition, construction, development, or normal use of the asset. These obligations are predictable, likely to occur and unavoidable. Asset retirement obligations are separate and distinct from contaminated site liabilities. The liability for contaminated sites is normally resulting from unexpected contamination exceeding the environmental standards. Asset retirement obligations are not necessarily associated with contamination.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> FIN-07
<b>POLICY:</b> Tangible Capital Assets – Asset Retirement Obligations				
<b>DATE</b> <b>CREATED:</b> <b>OCT 25/2023</b>	<b>REVIEW</b> <b>DATE:</b>	<b>REVISION</b> <b>DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 2 of 4

## DEFINITIONS

**Accretion expense** is the increase in the carrying amount of a liability for asset retirement obligations due to the passage of time.

**Asset retirement activities** include all activities related to an asset retirement obligation. These may include, but are not limited to:

- Decommissioning or dismantling a tangible capital asset that was acquired, constructed, developed, or leased
- Remediation of contamination of a tangible capital asset created by its normal use
- Post-retirement activities such as monitoring; and
- Constructing other tangible capital assets to perform post-retirement activities.

**Asset retirement cost** is the estimated amount required to retire a tangible capital asset.

**Asset retirement obligation** is the permanent removal of a tangible capital asset from service. This term encompasses sale, abandonment, or disposal in some other manner but not its temporary idling.

## PROCEDURE

### Recognition

A liability should be recognized when, as at the financial reporting date:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for an asset retirement obligation cannot be recognized unless all of the criteria above are satisfied.

The estimate of a liability would be based on requirements in existing agreements, contracts, legislation or legally enforceable obligations, and technology expected to be used in asset retirement activities.

The estimate of a liability should include costs directly attributable to asset retirement activities. Costs would include post-retirement operation, maintenance and monitoring that are an integral part of the retirement of the tangible capital asset.

<b>Corporate Policies and Procedures</b>				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> FIN-07
<b>POLICY:</b> Tangible Capital Assets – Asset Retirement Obligations				
<b>DATE CREATED:</b> OCT 25/2023	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 3 of 4

Directly attributable costs would include, but are not limited to, payroll and benefits, equipment and facilities, materials, legal and other professional fees, and overhead costs directly attributable to the asset retirement activity.

Upon initial recognition of a liability for an asset retirement obligation, the County of Renfrew will recognize an asset retirement cost by increasing the carrying amount of the related tangible capital asset (or a component thereof) by the same amount as the liability. Where the obligation relates to an asset which is no longer in service, and not providing economic benefit, or to an item not recorded by the County of Renfrew as an asset, the obligation is expensed upon recognition.

The capitalization threshold applicable to the different asset categories will also be applied to the asset retirement obligations to be recognized within each of those asset categories.

#### **Subsequent Measurement**

The asset retirement costs will be allocated to accretion expense in a rational and systemic manner (straight-line method) over the useful life of the tangible capital asset or a component of the asset. On an annual basis, the existing asset retirement obligations will be assessed for any changes in expected cost, term to retirement, or any other changes that may impact the estimated obligation. In addition, any new obligations identified will also be assessed.

#### **Presentation and Disclosure**

The liability for asset retirement obligations will be disclosed.

#### **Responsibilities**

##### **Departments**

Departments are required to:

- Communicate with Finance on retirement obligations, and any changes in asset condition or retirement timelines;
- Assist in the preparation of cost estimates for retirement obligations; and
- Inform Finance of any legal or contractual obligations at inception of any such obligation.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Corporate Services				<b>POLICY #:</b> FIN-07
<b>POLICY:</b> Tangible Capital Assets – Asset Retirement Obligations				
<b>DATE CREATED:</b> OCT 25/2023	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b>	<b>COVERAGE:</b> All Departments	<b>PAGE #:</b> 4 of 4

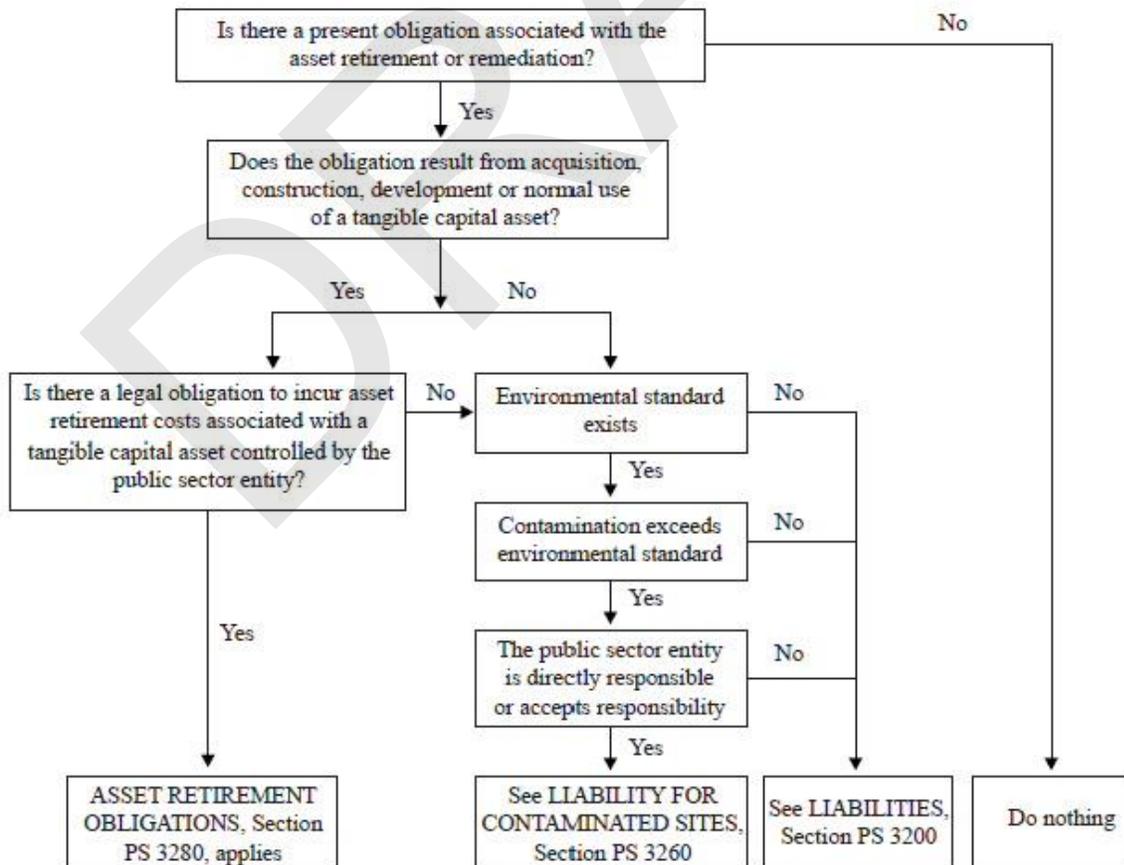
### Finance

Finance is responsible for the development of, and adherence to, policies for the accounting and reporting of asset retirement obligations in accordance with Public Sector Accounting Board section 3280. This includes responsibility for:

- Reporting asset retirement obligations in the financial statements of the County of Renfrew and other statutory financial documents;
- Monitoring the application of this Policy; and
- Investigating issues and working with asset owners to resolve issues.

### POLICY REFERENCES

Decision Tree – Scope of Applicability



## STATEMENT

**Ontario Raising Minimum Wage  
October 1 to Support Workers**

Increase to \$16.55 an hour follows passage of government's third Working for Workers Act this week

September 29, 2023

[Labour, Immigration, Training and Skills Development](#)

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TORONTO — David Piccini, Minister of Labour, Immigration, Training and Skills Development, issued the following statement on the minimum wage increasing and the passage of the [Working for Workers Act, 2023](#):

“Starting Sunday, October 1, Ontario's minimum wage will increase from \$15.50 to \$16.55 per hour, helping more than 900,000 hard-working men and women across our province earn more take-home pay for themselves and their families.

This 6.8 per cent raise means up to \$2,200 more in workers' pockets every year and brings Ontario to one of the highest minimum wages in the country.

Our government is continuing to deliver steady and predictable annual increases, helping families offset the rising cost of living while also providing certainty to businesses by announcing this increase six months in advance.

Minimum wage jobs should be for the start of a worker's career, not the end. Under the leadership of Premier Ford, we are giving workers a hand up to even better jobs and bigger paycheques.

Earlier this week, our government continued our mission of introducing common-sense changes to protect workers and prepare them for the future of work through passing our [Working for Workers Act, 2023](#).

For those who think health and safety is just the cost of doing business, we passed the [highest health and safety fines](#) in the country, along with new penalties for those who try to abuse vulnerable temporary foreign workers by [withholding their passport or work permit](#).

Ontario is also the first province in Canada to [ban unfair or discriminatory Canadian work experience requirements](#) in more than 30 regulated professions and trades to help newcomers work in the fields they trained for. This will ensure more immigrants are getting a fair shot. In December 2023, all unfair or discriminatory requirements for Canadian experience in these professions will be gone.

We're also making [job-protected leave for military reservists](#) the most flexible and comprehensive in all of Canada and [protecting remote workers during mass layoffs](#).

Finally, to complement our legislation, we are [requiring women's-only washrooms on construction sites](#) and protective equipment that actually fits them, and we have [expanded cancer coverage](#) for firefighters who run into burning buildings while everyone else runs the other way.

All these changes build on measures our government passed in our *Working for Workers Acts*, [2021](#) and [2022](#), which are already changing lives and improving working conditions for millions of workers and their families.

In the coming months, I will be introducing more legislation as part of our plan to make Ontario the best place in the world to live, work and raise a family."

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#### Related Topics

##### Business and Economy

Information about Ontario's economy and how to do business here. Includes economic development opportunities, research funding, tax credits for business and the Ontario Budget. [Learn more](#)

##### Government

Learn about the government services available to you and how government works. [Learn more](#)

##### Jobs and Employment

We've got the resource and supports to help connect job seekers with employers. [Learn more](#)

##### Law and Safety

Ontario's laws and related information about our legal system, emergency services, the Ontario Provincial Police and victim services. [Learn more](#)

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#### Media Contacts

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[a](#)

#### Communications

Branch  
[mlitsdmedialine@ontario.ca](mailto:mlitsdmedialine@ontario.ca)  
[o.ca](#)

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**COUNTY OF RENFREW****BY-LAW NUMBER ~~82-23~~ - 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 ~~35-23~~ **82-23** 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~~ **25th** day of ~~October~~ **June**, 2023.

READ a second time this ~~28th~~ **25th** day of ~~October~~ **June**, 2023.

READ a third time and finally passed this ~~28th~~ **25th** day of ~~October~~ **June**, 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)	<del>14.60</del> 15.60
Student (18 and over)	<del>15.50</del> 16.55
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~~ October 2023

**County of Renfrew Staff Classifications and Salary Ranges**

<b>GROUP</b>	<b>HOURLY (\$)</b>	<b>POSITION</b>	
1	23.36 – 26.31	<ul style="list-style-type: none"> <li>Administration Clerk</li> <li>Data Entry Clerk</li> </ul>	<ul style="list-style-type: none"> <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>Customer Service Representative</li> </ul>	<ul style="list-style-type: none"> <li>Intake Coordinator</li> <li>Program Officer</li> <li>Scheduling Clerk</li> <li>Sign Shop Fabricator</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 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>Forestry Technician</li> <li>GIS Technician/Planning Technician</li> </ul>	<ul style="list-style-type: none"> <li>Junior Planner/Land Division Secretary-Treasurer</li> <li>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>Building Infrastructure Coordinator</li> <li>Civil Designer</li> <li>Community Housing Coordinator</li> <li>Engineering Technician</li> <li>GIS Coordinator</li> </ul>	<ul style="list-style-type: none"> <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>Trails Coordinator</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>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> <li>Manager, Human Resources</li> </ul>	<ul style="list-style-type: none"> <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>Manager, Capital Works</li> <li>Manager, Operations</li> </ul>	<ul style="list-style-type: none"> <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: June 2023

**COUNTY OF RENFREW**

**BY-LAW NUMBER 110—23**

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

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

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

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

1. That the following amended policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
  - **A-08 Criminal Record Check Policy for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors**
  - **A-12 Photograph Identification for Employees**
  - **A-13 Termination and Resignation**
  - **A-14 Retirement and Early Retirement**
  - **A-15 Code of Ethical Conduct**
  - **A-18 Personal Use of Social Networking**
  - **B-02 Promotion**
  - **B-03 Establishment of New Positions**
  - **B-07 Payroll**
  - **B-08 Uniform and Safety Footwear Allowance**
  - **E01 Hours of Work and Overtime**
  - **E-04 Vacation**
  
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this ~~30th~~ **25th** day of ~~October~~ **August**, 2023.

READ a second time this ~~30th~~ **25th** day of ~~October~~ **August**, 2023.

READ a third time and finally passed ~~30th~~ **25th** day of ~~October~~ **August**, 2023.

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PETER EMON, WARDEN

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CRAIG KELLEY, CLERK

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-08
<b>POLICY:</b> Criminal Record Check for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors				
<b>DATE CREATED:</b> MAY 30/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Volunteers <del>(including Student Placements and Co-ops)</del> , aged 18 and over	<b>PAGE #:</b> 1 of 6

## POLICY STATEMENT

In order to safeguard County of Renfrew residents, employees, volunteers, and/or property/equipment, it is the policy of the County of Renfrew that all persons considered for a volunteer positions, ~~including students~~ aged eighteen (18) and over, or a contractor who comes into direct contact with Renfrew County Housing Corporation (RCHC) tenants, on a regular basis, must first submit to a criminal record check/police record check. ~~by the police force responsible for the jurisdiction of their residence.~~

## POLICY SCOPE

The criminal record check/police record check includes a search for such records or criminal convictions for which a pardon has not been granted, records of outstanding/pending criminal charges of which the respective police force is aware or can disclose, probations, prohibitions, or other judicial orders in effect. The criminal record check/police record check will include a search of the Pardoned Sexual Offender Data Base for positions within vulnerable sectors of the County of Renfrew (Bonnechere Manor, Miramichi Lodge, ~~Social~~ **Community** Services – Child Care, Ontario Works and RCHC). An offer of a volunteer position from the County or contract work is conditional upon satisfactory completion of a criminal record check/police record check.

## POLICY DEFINITIONS

**Criminal Record Check** – a document concerning an individual that was prepared by a police force or service using data on the Canadian Police Information Centre (CPIC) database.

**Declaration** – a written declaration signed by an individual listing all of the individual’s convictions for offences under the Criminal Code of Canada up to the date of the declaration. This does not include any previous offences for which a pardon has been issued or granted.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-08
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<b>DATE CREATED:</b> MAY 30/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Volunteers (including <del>Student Placements and Co-ops</del> ), aged 18 and over	<b>PAGE #:</b> 2 of 6

**Vulnerable Sector Check** – a police information check plus a check to see if a person has a record suspension (pardon) for sexual offences. Individuals who have jobs where they are in positions of trust of authority over children or vulnerable persons are required to provide a vulnerable sector check.

**Vulnerable Person** – a person who, because of their age, a disability, or other circumstances, whether temporary or permanent are (a) in a position of dependence on others or (b) are otherwise at a greater risk than the general population of being harmed by a person in a position or authority or trust relative to them.

## PROCEDURE

1. All applicants are informed of the County’s policy regarding a criminal record check/police record check for prospective volunteers, aged eighteen (18) and over, and contractors with RCHC.
2. An offer of a volunteer position from the County or contract work offered by the RCHC is conditional upon the satisfactory completion of a criminal record check/police record check of the prospective volunteer or contractors with RCHC. **The County will accept a valid check if completed in the previous six (6) months from the offer being extended.**
3. Any costs incurred relating to the completion, application, and submission of a criminal record check/police record check, ~~excluding~~ including transportation costs, are the responsibility of the volunteer or contractor with RCHC.
4. After an ~~verbal~~ offer of a volunteer position or work for a contractor with RCHC is made, the prospective volunteer or contractor with RCHC must apply for a criminal record check/police record check. ~~with the police force detachment responsible for the jurisdiction of his or her place of residence.~~ **For prospective volunteers interacting with Vulnerable persons, a Request to Check Pardon Sexual Offender Database complete a Vulnerable Sector Check is required.** ~~letter is completed and forwarded to the~~

## Corporate Policies and Procedures

**DEPARTMENT:**

Human Resources

**POLICY #:**

A-08

**POLICY:**

Criminal Record Check for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors

**DATE**

**CREATED:**

MAY 30/01

**REVIEW**

**DATE:**

**REVISION**

**DATE:**

OCT 25/23

**COVERAGE:**

All Volunteers (including Student Placements and Co-op's), aged 18 and over

**PAGE #:**

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~~prospective volunteer or contractor with RCHC to be handed in when the criminal record check/police record check is requested from the police force responsible for the jurisdiction of their residence.~~

5. Once the criminal record check/police record check is complete, the **processing vendor** ~~appropriate police force~~ will provide the prospective volunteer or contractor with RCHC with a certificate or other document indicating the results of the check. ~~If the prospective volunteer or contractor with RCHC is in agreement with this certificate/document, he or she they may obtain it from the police force by signature authorization. If he or she they disagrees with any information produced through the check and refuses to sign the certificate/document, the certificate/document is not released to the prospective volunteer or contractor with RCHC.~~
6. The prospective volunteer or contractor with RCHC is responsible for returning the certificate/document to the appropriate department immediately after it is obtained. If the check will take more than two (2) weeks to complete, it is the prospective volunteer's or contractor with RCHC's responsibility to provide, or arrange for the provision of, official written or verbal documentation of such from the appropriate **processing vendor.** ~~police force.~~
7. If a prospective volunteer or contractor with RCHC has a **"positive" result on their criminal record check/police record check,** ~~criminal convictions for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect,~~ it is at the discretion of the appropriate Department Head or Home Administrator, in consultation with the **Director Manager** of Human Resources, to determine if the prospective volunteer or contractor with RCHC will be excluded from a volunteer position with the County based upon ~~his or her~~ **their** criminal record check/police record check results.
8. If the prospective volunteer's or contractor with RCHC's name appears on the **Vulnerable Sector Screening** ~~Pardoned Sexual Offender~~ Database and the volunteer position or

**Corporate Policies and Procedures**

**DEPARTMENT:**

Human Resources

**POLICY #:**

A-08

**POLICY:**

Criminal Record Check for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors

**DATE**

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MAY 30/01

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**DATE:**

**REVISION**

**DATE:**

**OCT 25/23**

**COVERAGE:**

All Volunteers (including Student Placements and Co-ops), aged 18 and over

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contractor work with RCHC is in a vulnerable sector of the County of Renfrew, the prospective volunteer or contractor with RCHC may be excluded from the position.

9. ~~A criminal conviction for which a pardon has not been granted, outstanding/pending criminal charges, probations, prohibitions, or other judicial orders in effect do not automatically exclude a prospective volunteer or contractor with RCHC from a position with the County.~~
10. ~~The following extenuating circumstances may be considered when a criminal record check/police record check reveals a criminal conviction, charges, probations, prohibitions, or other judicial orders in effect:~~
  - (a) ~~The specific duties and responsibilities of the volunteer position or contractor with RCHC in question, and the relevance of the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect to that position.~~
  - (b) ~~The potential risk posed to County residents, employees, volunteers, and/or property/equipment.~~
  - (c) ~~The period of time since the criminal conviction, charges, probations, prohibitions, or other judicial orders.~~
  - (d) ~~Any rehabilitative or other efforts undertaken relating to the criminal convictions, charges, probations, prohibitions, or other judicial orders in effect.~~
11. ~~An offer of a volunteer position or contract work with RCHC is not made to the prospective volunteer or contractor with RCHC if:~~
  - (a) ~~He or she **They** fails to apply for a criminal record check/police record check within five (5) working days of the verbal offer of a volunteer position or contract work with RCHC.~~
  - (b) ~~He or she **They** applies for a criminal record check/police record check but chooses not to sign for its release or chooses not to send the results to the appropriate Department immediately after the verbal offer of a volunteer position or contract work with RCHC is made (an extension may be granted for a criminal~~

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-08
<b>POLICY:</b> Criminal Record Check for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors				
<b>DATE CREATED:</b> MAY 30/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Volunteers (including Student Placements and Co-ops), aged 18 and over	<b>PAGE #:</b> 5 of 6

~~record check/police record check that may require additional processing time; confirmation of this extension must be confirmed by the appropriate processing vendor police force).~~

- ~~(c) The results of the criminal record check/police record check indicate that the individual cannot be considered for a volunteer position or contract work with RCHC based upon, or in light of, the extenuating circumstances outlined in sections 7 and 8 and 10 above.~~

12. For Bonnechere Manor and Miramichi Lodge:

**Regulation 246/22 (the "Regulation") under the Fixing Long-Term Care Act, 2021 (the "Act") requires declaration from the volunteer with respect to proceedings and findings of guilt related to acts of misconduct. Volunteers will be required to complete this disclosure prior to be accepted as a volunteer (Appendix A) in addition to providing the required criminal record check/police record check or vulnerable sector check. If the Criminal Record Check was acquired prior to the date of the verbal offer, the prospective employee will provide a signed declaration (Appendix A) disclosing the following with respect to the period since the date of the Criminal Reference Check:**

- ~~(a) Every offence with which the person has been charged under the *Criminal Code (Canada)*, the *Controlled Drugs and Substances Act (Canada)* or the *Food and Drugs Act (Canada)* and the outcome of the charge.~~
- ~~(b) Every order of a judge or justice of the peace made against the person in respect of an offence under the *Criminal Code (Canada)*, the *Controlled Drugs and Substances Act (Canada)* or the *Food and Drugs Act (Canada)*, including a peace bond, probation order, prohibition or warrant.~~
- ~~(c) Every restraining order made against the person under the *Family Law Act* or the *Children's Law Reform Act*.~~
- ~~(d) Every offence of which the person has been convicted under the *Criminal Code (Canada)*, the *Controlled Drugs and Substances Act (Canada)* or the *Food and Drugs Act (Canada)*.~~

**Corporate Policies and Procedures**

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-08
<b>POLICY:</b> Criminal Record Check for All Prospective County of Renfrew Volunteers and Renfrew County Housing Corporation (RCHC) Contractors				
<b>DATE CREATED:</b> MAY 30/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Volunteers (including Student Placements and Co-ops), aged 18 and over	<b>PAGE #:</b> 6 of 6

~~(e) Every employee is required consistent with the *Long Term Care Homes Act* Section 215 (4) to disclose immediately to the Employer if they are charged with an offence or issued an order under sections 9 (a) – (d) above. Failure to do so will result in a termination of their employment.~~

**APPENDIX A**

Form A-08: ~~Declarations – Miramichi Lodge & Bonnechere Manor~~  
Disclosure/Declaration

DRAFT

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-12
<b>POLICY:</b> Photograph Identification for Employees				
<b>DATE CREATED:</b> MAR28/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees (Except for LTCH and Students)	<b>PAGE #:</b> 1 of 3

## POLICY STATEMENT

All employees of the County of Renfrew as defined in Corporate Policy A-01 – Employee Definitions, are issued an ~~authorized~~ photographic identification card **from Human Resources**, which must be carried by the employee at all times when on County of Renfrew business.

## POLICY SCOPE

This policy governs the County of Renfrew Photograph Identification for Employees and is applicable to all County Employees (Except for Long-Term Care Homes (LTCH), and Students). This policy covers the following content:

## DEFINITIONS

There are no definitions for this policy.

## POLICY CONTENT

1. **Human Resources is responsible for the creation and issuing identification cards to employees.**
2. All ~~new and existing~~ employees of the County are issued an identification card that bears their name, ~~employee number~~, department, and photograph.
3. **The identification card is for business purposes only and may not be used for personal gain.**
4. ~~All photographs are taken at a time and place determined by the Human Resources Department, based upon the number of cards to be processed, and the availability of the equipment.~~
- 5.4. The photographs are used for two purposes:
  - (a) For the employee’s identification card.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-12
<b>POLICY:</b> Photograph Identification for Employees				
<b>DATE CREATED:</b> MAR28/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees (Except for LTCH and Students)	<b>PAGE #:</b> 2 of 3

(b) For corporate records **and HRIS.**

4. ~~Upon completion of the photograph identification card, the card is sent, along with a copy of the Employee Identification Form (Appendix A), to the appropriate department supervisor or designate for distribution. Upon distribution to the employee, the employee must sign the back of the identification card, as well as the Employee Identification Form, which is then returned to the Human Resources Department to be kept in the employee's personnel file.~~
5. If an identification card is lost or stolen, the employee's supervisor or designate **and Human Resources** must be notified as soon as possible.
6. ~~The employee is responsible for the replacement cost of a lost or stolen identification card. The cost of replacement is ten dollars (\$10.00). Identification cards must be replaced no later than two (2) weeks after the initial loss is discovered.~~
7. ~~The County assumes the cost of replacing an accidentally damaged identification card upon the first incidence of damage, and upon the return of the original damaged card. The cost of replacement for subsequent incidences of damage is the responsibility of the employee.~~
8. ~~The County assumes the cost of replacing an identification card in the case of change of name, or department status.~~
9. ~~Photographs are valid for a period of five (5) years. The Human Resources Department is responsible for notifying individuals when the five (5) year period has expired. The County will assume the cost of a replacement.~~
106. In cases of replacement cards being issued, the employee's current identification card must be returned prior to the replacement card being released, with the exception of lost

**Corporate Policies and Procedures**

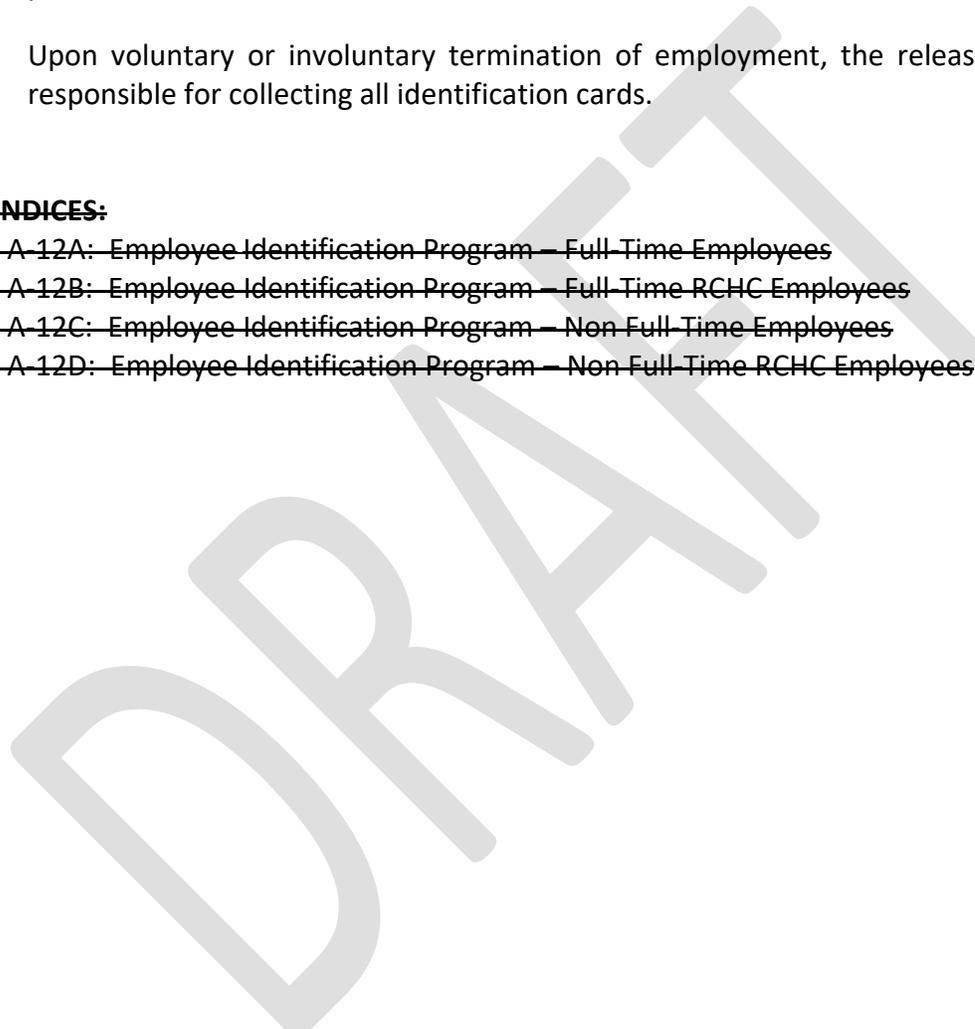
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-12
<b>POLICY:</b> Photograph Identification for Employees				
<b>DATE CREATED:</b> MAR28/01	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees (Except for LTCH and Students)	<b>PAGE #:</b> 3 of 3

or stolen identification cards. ~~The void identification cards are kept in the employee's personnel file.~~

- 11.7. Upon voluntary or involuntary termination of employment, the releasing manager is responsible for collecting all identification cards.

**APPENDICES:**

- ~~Form A-12A: Employee Identification Program – Full-Time Employees~~
- ~~Form A-12B: Employee Identification Program – Full-Time RCHC Employees~~
- ~~Form A-12C: Employee Identification Program – Non Full-Time Employees~~
- ~~Form A-12D: Employee Identification Program – Non Full-Time RCHC Employees~~



Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-13
<b>POLICY:</b> Termination and Resignation				
<b>DATE CREATED:</b> NOV30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 3

## POLICY STATEMENT

The County of Renfrew ensures that terminations, either (voluntary or involuntary), and resignations are initiated with appropriate notice and properly documented for payroll processing.

Consult the appropriate Collective Agreement **or employment contract** for any deviations to this policy.

## POLICY SCOPE

This policy governs the termination and resignation process for all County of Renfrew Employees. This policy covers the following content:

- Resignations;
- Terminations;
- End of Contracts; and
- Exit Interviews.

## DEFINITIONS

Resignation means when an employee voluntarily resigns or retires from their position.

Termination means when an employee is dismissed, fired, or permanently laid off from their position.

## POLICY CONTENT

1. **Resignations:** The following apply to resignations:

## Corporate Policies and Procedures

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-13
<b>POLICY:</b> Termination and Resignation				
<b>DATE CREATED:</b> NOV30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 3

- a) An employee who resigns ~~his/her~~ **from their** position is required to state the resignation in writing; ~~if the employee refuses to state the resignation in writing, the date of the verbal resignation is considered as the official date of resignation.~~
- ~~b) The written resignation must be signed and include a completed Employment Record.~~
- ~~e) b) Employees are expected to give a minimum of two (2) weeks' notice of resignation unless indicated otherwise in their employment contract. With the exception of Directors, who are expected to give thirty (30) days~~ **four (4) weeks'** notice.
- ~~d) c) All written and verbal resignations are acknowledged/confirmed by the employee's supervisor. or designate by mail within one (1) working day of the date of submission of the employee's written resignation or the date of the verbal resignation.~~

2. **Terminations:** ~~The following apply to termination:~~

- a) **Terminations may not occur without consulting the Human Resources Division.**
- b) **All terminations must be approved by the Chief Administrative Officer (CAO) or designate before any action may occur.**
- ~~c) Termination initiated by the Employer requires notice consistent with the terms of the *Employment Standards Act, 2000*, the *Ontario Human Rights Code* and may require severance pay.~~
- ~~d) Terminations initiated by the Employer for cause, (e.g. willful misconduct, disobedience, or willful neglect of duty) are not subject to a notice period or severance pay.~~

3. **End of Contract:** ~~The following apply to part-time and contract positions:~~

- a) **All contract employees will have an end date stated in their employment contract. This employment contract constitutes notice of the end of the term.**

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-13
<b>POLICY:</b> Termination and Resignation				
<b>DATE CREATED:</b> NOV30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 3 of 3

- b) **Should the employer wish to extend the contract, Human Resources is contacted two (2) weeks prior to the expiration to review the extension request and will prepare the contract extension document.**
  - c) ~~General termination of short term part time positions or contract positions does not require notice if the defined term is completed.; however, if the intended term is increased or decreased the Department Head notifies the employee(s) in writing of the revised term.~~
  - d) c) If a contract employee is resigning prior to the expiration date, they will follow the resignation process above if applicable.**
  - d) ~~Two (2) weeks' notice in advance is given if possible.~~
4. **Exit Interview** ~~The following pertain to an Exit Interview:~~
- a) The Human Resources **Division** ~~Department~~ offers an opportunity for an exit interview when an employee resigns or completes their contract.
  - b) ~~The exit interview is normally conducted by the Human Resources department. in conjunction with the employee's supervisor who should seek to gain an understanding from the resigning/end of contract employee of anything that the employee wishes to advance in terms of either positive or negative comment about the job or the Corporation.~~

Please refer to corporate policy H-02 Discipline and Dismissal for more information regarding terminations and dismissals.

Please refer to Appendix A for the Resignation/Retirement/End of Contract ~~Questionnaire and Checklist.~~

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-14
<b>POLICY:</b> Retirement and Early Retirement				
<b>DATE CREATED:</b> OCT30/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 3

## POLICY STATEMENT

The normal retirement age for all County employees is sixty-five (65). Early retirement age coincides with conditions set by *Ontario Municipal Employees Retirement System (OMERS)*.

## POLICY SCOPE

This policy governs retirement and early retirement and is applicable to all eligible employees. This policy covers the following content:

- Retirement benefits at age 65;
- Early retirement benefits; and
- Retirement gifts.

Consult the appropriate Collective Agreement for any deviations to this policy.

## DEFINITIONS

There are no definitions related to this policy.

## POLICY CONTENT

### 1. Retirement Benefits at Age 65

The following apply to employee retirement benefits at age 65:

- If an employee continues to work on a full-time or part-time basis after age sixty-five (65), contributions to the OMERS pension are mandatory up to age seventy-one (71), after which contributions cease and the pension becomes payable.
- Contributions to the Canada Pension Plan cease at age sixty-five (65) and benefits may be collected. However, if an employee continues to work after age sixty-five (65), Canada Pension Plan contributions are made until age seventy (70) then this option is available.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-14
<b>POLICY:</b> Retirement and Early Retirement				
<b>DATE CREATED:</b> OCT30/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 3

- Life insurance, long-term disability, extended health care and dental coverage are discontinued.
- An employee continues under the short-term sick leave program only if the extension is as a full-time employee. Sick leave pay-outs from credits vested under the old sick leave plan occur at the retirement date.

## 2. Early Retirement Benefits

The following apply to early employee retirement benefits, as defined under OMERS:

- From date of early retirement to age sixty-five (65), extended health care and dental coverage are available.
- Participation is optional; however, election of benefit continuation must be done prior to retirement date.

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 (total claims single or family).
- For all employees who retire after January 29, 2013 a lifetime maximum of \$50,000 for claims (\$45,000 for EHC and \$5,000 for dental total claims single or family).
- For all employees who retire after March 1, 2015 a lifetime maximum of \$75,000 for claims (\$60,000 EHC and \$15,000 dental total claims single or family).
- For all employees who retire after February 1, 2016 a lifetime maximum of \$100,000 for all claims (\$80,000 EHC and \$20,000 dental total claims single or family).
- For all employees who retire after March 1, 2021 no lifetime cap for all EHC and dental claims single or family.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-14
<b>POLICY:</b> Retirement and Early Retirement				
<b>DATE CREATED:</b> OCT30/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 3 of 3

### 3. Retirement Gifts

The County provides a retirement gift to a retiring employee who has been employed with the County of Renfrew for a minimum of five (5) years and is fifty-five (55) years of age or older. The gift is purchased by the **County of Renfrew** employee's supervisor and valued at \$10.00 for each year of service. ~~The retirement gift is presented at the Annual Service Award dinner.~~

DRAFT

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-15
<b>POLICY:</b> Code of Ethical Conduct				
<b>DATE CREATED:</b> OCT03/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 4

## POLICY STATEMENT

~~The County of Renfrew has undertaken the task of updating its Code of Ethics/Conflict of Interest Policy in order to both promote professionalism and to ensure that the relationship of trust that exists between staff and the public remains an integral part of local government in Ontario. Since its inception, local government has been understood to be an open, accessible and accountable form of government.~~

~~The proper operation of a municipal government requires that employees be independent, impartial, and responsible to the citizens; that their positions not be used for personal gain and that the public have confidence in the integrity of municipal employees.~~

All employees of the County of Renfrew will adhere to the Code of Ethical Conduct and Conflict of Interest Guidelines to ensure that there is no conflict between their personal interests and official duties.

## POLICY SCOPE

The purpose of this policy is to educate municipal employees about standards of ethical conduct as they apply to municipal employees. This policy embodies the basic principles of honesty, impartiality and common sense and recognizes that a municipal employee has a responsibility to uphold these principles.

## DEFINITIONS

**Conflict of Interest means when an individual's personal interests – family, friendships, financial or social factors – could compromise judgement, decisions, or actions in the workplace.**

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<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-15
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<b>DATE CREATED:</b> OCT03/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 4

### POLICY CONTENT

1. Employees will promote the goals, objectives, and policies of the County of Renfrew.
2. The County expects a standard of dress and grooming from employees that is reasonable and appropriate under the circumstances of their position within the County of Renfrew.
3. Employees will acknowledge and recognize the dignity and worth of every person they serve and with whom they work.
4. Employees will disclose in writing to their Department Head any business, commercial, or financial interest where such interest might be construed as being in actual or potential conflict with their official duties. This written disclosure is kept in the employee's personnel file for the duration of employment.
5. Employees will not engage in any business, dealing, or transaction or have a financial or other personal interest, which is in conflict with the discharge of their official duties.
6. Employees shall not knowingly participate in any decision or promotion or make any recommendation, in which they or their family has any financial interest, except as a resident of the municipality.
7. Employees may not knowingly sell goods, materials, or services to the County without the express permission of the Chief Administrative Officer/Clerk.
8. Employees will ensure, in the performance of official duties, equality of treatment to all persons and, without restricting the generality of the foregoing, shall refrain from according preferential treatment to any person, group, or organization.
9. Employees will not place themselves in a position where they could derive any benefit or gain from any County contracts, persons, groups, companies, or organizations with which the County does business.

**Corporate Policies and Procedures**

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-15
<b>POLICY:</b> Code of Ethical Conduct				
<b>DATE CREATED:</b> OCT03/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 3 of 4

10. All County of Renfrew employees in the course of their assigned duties are disallowed from physical or verbal abuse towards fellow employees and members of the general public.
11. No employee is allowed to actively campaign, solicit or promote any political candidate at the municipal, provincial or federal levels of government in the course of their regularly scheduled duties during the workday. Any political activity must occur outside of regularly scheduled hours for all county employees.
12. An employee seeking the nomination or candidacy of any elected provincial or federal political office must request an unpaid leave of absence from the time of declaration of intent until the cessation of the political candidacy.
13. County employees may run for and serve in municipal elected offices provided no conflict of interest exists between the elected office and the employee's responsibility to the County. Employees will disclose in writing to the Chief Administrative Officer/Clerk their intent to seek the role of elected official on a municipal government.
14. Employees will disclose in writing to the Chief Administrative Officer/Clerk their intent to seek appointment to an Advisory Board or any other appointed Governmental Board.
15. County of Renfrew employees are obligated to report to their Department Head alleged breaches of conflict of interest committed by fellow County of Renfrew employees.
16. Employees will not benefit from the use of information acquired or used, and that is not generally available to the public, during the course of official duties.
17. Employees will not engage in any outside work, private employment, business, or undertaking for any person, group, or organization, which might interfere with the performance of their duties as a County employee, without the prior approval of their Department Head and the Chief Administrative Officer/Clerk.

**Corporate Policies and Procedures**

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-15
<b>POLICY:</b> Code of Ethical Conduct				
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18. Employees will not, except as specifically provided by policy and with Department Head approval, use County property or equipment for activities or purposes not associated with the discharge of official duties.
  
19. Employees will not demand, accept, or agree to accept from a person, group, or organization that wishes to have business or dealings or has business or dealings with the County, a nominal gift, benefit, favour, discount, hospitality, or gratuity for personal benefit.

Failure to comply with any of these procedures ~~will result in~~ ~~may expose an employee to~~ disciplinary action and/or action through the courts.

DRAFT

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-18
<b>POLICY:</b> Personal Use of Social Networking				
<b>DATE CREATED:</b> MAY30/12	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 3

## POLICY STATEMENT

The purpose of this Corporate Policy is to guide employee’s use of social networking made on an employee’s personal time and to ensure employees understand that they cannot communicate on behalf of the County of Renfrew or any of its’ departments, programs, services, clients, elected representatives or other employees without specific permission from their Department Head – refer to Corporate Policy IT-09 – Business Use of Social Networking Policy regarding the business use of social networking.

## POLICY SCOPE

For the purposes of this Policy, “The County of Renfrew” includes the Corporation of the County of Renfrew, any of its departments, programs, services, clients, elected representatives, supervisors or other employees, including confidential details or information and/or the reputation or good standing of any of the aforementioned. **This policy covers the following content:**

- **Conduct Expectations;**
- **Content Expectations; and**
- **Policy Violations**

## DEFINITIONS

**Social Networking refers to any and all online social medial networking or community forum/websites where people come together, post information, attachments, videos, pictures, build knowledge, discuss ideas or socialize.**

## POLICY CONTENT

### 1. Conduct Expectations

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> A-18
<b>POLICY:</b> Personal Use of Social Networking				
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Consistent with the Corporate Competency of **Professionalism**, employees must conduct themselves responsibly. Employee conduct, even outside of the workplace, must be in compliance with their workplace obligations, including but not limited to confidentiality, all human rights policies and applicable legislation.

The County of Renfrew acknowledges that employees may participate in social networking on their own time. All employees are advised that social media are not private, regardless of the security or restriction of access to said websites, and that ~~they he/she~~ will be held accountable for conduct that is inconsistent with the Corporate Competencies of **Honesty and Integrity; Professionalism; Client Service Orientation; and Focus on Results**, as well as the relevant legislation including but not limited to:

- *Ontario Human Rights Code.*
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).*
- *Personal Health Information Protection Act (PHIPA).*

and other relevant departmental policies and procedures.

A social networking post made on an employee's personal time, but that harms the County of Renfrew reputation or hampers its operations, can constitute grounds for disciplinary action up to and including termination of employment. Further, violation of this Policy exposes the County of Renfrew to risks and legal liability and the employee to risk of criminal or civil liability.

## 2. Content Expectations

- a) Any such employee comments or conduct on social networking that breaches confidentiality regarding the County of Renfrew, its clients, employees or the workplace, including but not limited to photos or personal information and/or confidential business information will violate this policy.
- b) Employee comments or conduct on social media websites that is disparaging, defamatory, insulting, demeaning, offensive, insubordinate, threatening, harassing or discriminatory to the County of Renfrew, its clients, employees or the workplace, or that

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are deemed objectionable by the County of Renfrew in that the content might damage the County of Renfrew's reputation will violate this policy.

- c) Employee comments or conduct on social media must not interfere with the employee's ability to carry out their duties or result in other employees being unwilling to work with the employee in question.
- d) Employee comments or conduct on social networking must not interfere with the employer's ability to manage and direct the work process. This conduct would include, but is not limited to, insolent or insubordinate comments concerning any employee in a position or capacity of supervision in the County of Renfrew.
- e) Employee comments or conduct on social networking must not include any information which the County of Renfrew deems confidential or sensitive, including but not limited to any information concerning the workplace, specifically personal information concerning employees or the persons whom we serve, as well as information governed by the applicable *Acts* aforementioned in this Policy.
- f) Those social networking websites that assign, name or make the property thereof the employee in question are the 'sole' responsibility of said employee. All employees are held accountable for the security and comments made on a site for which they are aligned and take ownership. This includes, but is not limited to a personalized 'Facebook' page, etc.

### 3. Policy Violations

- a) Employees must be aware and acknowledge that comments and/or conduct that would violate this policy will be subject to disciplinary measures up to and including termination of employment.
- b) Violation of the terms of this policy may result in criminal and/or civil liability/charges against the employee in question from either or all the County of Renfrew and/or the applicable third party(s).

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-02
<b>POLICY:</b> Promotion				
<b>DATE CREATED:</b> Nov 30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All <b>Non-union</b> Employees	<b>PAGE #:</b> 1 of 2

## POLICY STATEMENT

The County of Renfrew recognizes the desirability, where possible, of promotion within the service of the employer.

## POLICY SCOPE

This policy governs the County of Renfrew's promotion practices for internal candidates and is applicable to all employees, except those governed by a Collective Agreement. This policy covers the following content:

- Promotion of Internal Employees.

## DEFINITIONS

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

Promotion means the action of raising someone to a higher position or rank.

## POLICY CONTENT

### Promotion of Internal Employees

- ~~1. Consult the appropriate Collective Agreement for any deviations to the following.~~
- ~~2.~~ 1. Employees may apply for any posted position within the County for which they are qualified.
- ~~3.~~ 2. All qualified internal applicants are given consideration for an interview.
- ~~4.~~ 3. Consideration for promotion is based upon knowledge, skills, abilities, formal qualifications, experience, prior work record/performance, and service with the County.
- ~~5.~~ 4. The following apply to promotion to non-union positions:

**Corporate Policies and Procedures**

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<b>POLICY:</b> Promotion				
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- (a) Any employee who changes his/her job classification by promotion to a non-union position is placed on a formal trial period that may last from two (2) months up to one (1) year.
  - (b) The Department Head **in consultation with Human Resources** determines the length of the trial period based on the nature of the job involved;
  - (c) The promotion becomes permanent upon satisfactory completion of the trial period.
  - (d) The trial period may be extended if deemed desirable by the Department Head provided that the duration of the trial period does not exceed one (1) year in total.
  - (e) In the event the employee proves unsatisfactory in the position during the trial period, or if the employee finds that ~~they he/she is~~ **are** unable to perform the duties of the new job classification, ~~they he/she is~~ **are** returned to ~~their his/her~~ former position only if the position is vacant; in the event the former position has been filled, the County shall attempt to find alternate employment for the employee although such employment cannot be guaranteed.
6. 5. An employee promoted to a higher-level classification is placed in the salary range applicable to the new position at a step that gives the employee a minimum five percent (5%) increase (provided that the new salary does not exceed the maximum of the salary range).
7. 6. The employee's anniversary date for increment purposes is subject to change as a result of promotion.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-03
<b>POLICY:</b> Establishment of New Positions				
<b>DATE CREATED:</b> Oct 30/91	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> <b>OCT 25/23</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 3

## POLICY STATEMENT

The County of Renfrew follows a practice of ~~personnel human resources~~ planning to facilitate greater co-ordination of staffing amongst Departments. **The County abides by this process and to ensure the organization is staffed appropriately and to avoid staff shortages or surplus. that the total number of employees is effectively controlled.** County Council must approve all new positions.

## POLICY SCOPE

This policy governs the process by which the number of personnel by department are approved and applies to all employees, with special emphasis on Department Heads. This policy covers the following content:

- Departmental personnel budget
- New or altered positions

Consult the appropriate Collective Agreement for any deviations to this policy.

## POLICY DEFINITIONS

Personnel means the people required by a Department to perform work in that Department.

## POLICY CONTENT

### 1. Departmental Personnel Budget

The following apply to the budget preparation process:

- Each Department Head forecasts ~~their his/her~~ Department's full-time, part-time, and student ~~personnel human resource~~ requirements for the upcoming year.

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-03
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- At this time, the Department Head may also recommend funds for reclassifications, changes in the existing distribution of **personnel human resources**, and any additions or reductions in the staff complement authorized for **their his/her** department.
- Budget provisions for new positions submitted to Council during the budget process must include information supporting the request(s) including a proposed Job Description, Business Case and the recommended compensation from the Chief Administrative Officer/Clerk, **the Director of Corporate Services, the Director of Human Resources** and the Department Head.
- Upon Committee and Council approval of the budget, the Department Head, when ~~he/she~~ **deems** appropriate, submits a written request to the Director of **Corporate Services Human Resources** to initiate evaluation and recruitment procedures for any new positions approved.

## 2. New or Altered Positions

The following apply to new or altered positions within the approved complement (refer also to the Chief Administrative Officer/Clerk By-law):

- The Department Head prepares a draft Job Description and discusses **their his/her** request with the Chief Administrative Officer/Clerk.
- The Department Head then prepares a Job Fact Sheet and forwards the proposed Job Description and Job Fact Sheet to the Director of **Corporate Services Human Resources** for review.
- The Human Resources **division** evaluates the position utilizing a job evaluation system; and prepares a preliminary compensation report.
- **The Director of Corporate Services reviews the rating with the Human Resources division.**
- The **Director of Corporate Services provides a recommendation to the** Chief Administrative Officer/Clerk ~~analyzes the ratings as reviewed by the Director of Human~~

**Corporate Policies and Procedures**

<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-03
<b>POLICY:</b> Establishment of New Positions				
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~~Resources and submits its recommendations regarding salary and classification of the new position. to the Finance and Administration Committee and the appropriate committee.~~

- **The Chief Administrative Officer/Clerk and Director of Corporate Services submits a summary of the documentation with its recommendations regarding classification and salary to the appropriate committee and the Finance and Administration Committee for consideration and approval. A recommendation by the Finance and Administration Committee to establish a new or revised salary within the approved staff complement is referred to County Council.**
- **The decision of the Finance and Administration Committee is referred to County Council for final consideration and approval.**

**DRAFT**

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-07
<b>POLICY:</b> Payroll				
<b>DATE CREATED:</b> NOV 30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All <b>Non-union</b> Employees	<b>PAGE #:</b> 1 of 1

## POLICY STATEMENT

The County of Renfrew ensures that pay is issued to employees on a bi-weekly basis in accordance with the payroll schedule. ~~every second Thursday.~~

## POLICY SCOPE

This policy governs the County of Renfrew's payroll practices for all non-union employees. This policy covers the following content:

- Submission of Timesheets on a Bi-Weekly Basis.

## DEFINITIONS

For the purpose of this policy, there are no definitions.

## POLICY CONTENT

### Submission of Timesheets on a Bi-Weekly Basis

1. Time sheets are **found on the County intranet.** ~~supplied to each department by the Payroll Office, both as hard copy and electronically.~~
2. Time sheets are completed biweekly and authorized by the Department Head or designate(s).
3. **Time sheets must be submitted to payroll in accordance with payroll schedule.** ~~The deadline for submitting time sheets to payroll is 12:00 noon on the Monday before pay day, except Bonnechere Manor which submits time sheets no later than 8:30 a.m. Tuesday.~~
4. ~~Pay is issued on Thursdays, bi weekly, if preparation time permits.~~
5. **4. Employees are paid in accordance with our annual Payroll Schedule.** ~~up to, and including, the Saturday of the previous week.~~

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> B-08
<b>POLICY:</b> Uniform and Safety Footwear Allowance				
<b>DATE CREATED:</b> NOV 30/94	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/23	<b>COVERAGE:</b> All <b>Non-union</b> Employees	<b>PAGE #:</b> 1 of 1

## POLICY STATEMENT

The County of Renfrew provides an allowance to full-time and part-time employees who are required to wear uniforms and/or safety footwear in the performance of their duties.

## POLICY SCOPE

**This policy governs the County of Renfrew's uniform and safety footwear allowance and is applicable to all Full and Part-time employees. This policy covers the following content:**

## DEFINITIONS

**For the purpose of this policy, there are no definitions.**

## POLICY CONTENT

- ~~1. Consult the appropriate Collective Agreement for any deviations to the following.~~
- ~~2. 1. See the appropriate Employment By-law for allowance amounts.~~
- ~~3. 2. All Employees required to wear uniforms and/or safety footwear on a regular daily basis receive an annual allowance based on an October 1<sup>st</sup> to September 30<sup>th</sup> year. The allowance is granted on the following basis:~~
  - (a) Full allowance for those who are actively at work for more than one-half (1/2) of a year.
  - (b) One-half allowance for those who are actively at work for one-half (1/2) of the year or less.
  - (c) No allowance for those who are not actively at work for the whole year.
- ~~4. 3. Employees who are required to wear uniforms and/or safety footwear on an occasional basis receive the allowance once every three (3) years.~~

<b>Corporate Policies and Procedures</b>				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-01
<b>POLICY:</b> Hours of Work and Overtime				
<b>DATE CREATED:</b> NOV 26/97	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/2023	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 5

## **POLICY STATEMENT**

In order to administer its affairs as efficiently and effectively as possible and in the best interest of the general public, the County of Renfrew establishes hours of work, including shift work if required, for all job classifications.

## **POLICY SCOPE**

This policy is applicable to all employees of the County of Renfrew and governs office hours, hours of work and overtime, and extreme weather events. Consult the appropriate Collective Agreement, and applicable contract of employment for any deviations to this policy.

## **POLICY DEFINITIONS**

There are no definitions for this policy.

## **PROCEDURE**

1. Office Hours:
  - (a) General Administration
    - i. The normal hours of business for all general administration, with the exception of the Long-Term Care Homes are 8:00 a.m. to 4:00 p.m.
  - (b) Public Works & Engineering Patrol Garages
    - i. The normal hours of business are designated by the Director of Public Works & Engineering in accordance with seasonal requirements.
  - (c) Long-Term Care Homes
    - i. Operate on a rotating shift schedule of operational categories that are established by the Director of Long-Term Care
  - (d) Paramedic Service
    - i. Operates on a 24 hour/day, 7 day/week rotating shift schedule, as established by the Director of Emergency Services/Chief Paramedic Service.
  
2. Hours of Work:
  - (a) Administrative/Management/Supervisory/Technical (FT)

<b>Corporate Policies and Procedures</b>				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-01
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- i. the normal minimum daily hours of work consist of seven (7) hours per day, as designated by the Department Head.
  - ii. A one (1) hour, unpaid lunch break is provided, scheduled at a time mutually agreed upon by the Manager.
  - iii. A paid fifteen (15) minute break period is provided in both the first and second half of the shift.
  
- (b) Public Works & Engineering Operational Employees
  - i. the normal daily hours of work consist of eight (8) hours per day as designated by the Department Head.
  - ii. An unpaid thirty (30) minute lunch break is provided during the shift.
  - iii. A paid fifteen (15) minute break period is provided in both the first and second half of the shift.
  - iv. Employees who are called in to work prior to their normal starting time are required to go home after a total of eight (8) hours are worked, unless additional work is assigned from the Supervisor.
  - v. Employees are entitled to a shift premium for scheduled night and weekend patrol shifts, as established in the County of Renfrew's Employment By-Law.
  
- (c) Paramedic Service Operational Employees and Operational Commanders
  - i. the normal daily hours of work consist of twelve (12) hours per day as designated by the Director of Emergency Services/Chief – Paramedic Service.
  - ii. A paid thirty (30) minute meal break is provided during shift.
  - iii. A paid fifteen (15) minute break period is provided in both the first and second half of a shift.
  - iv. Commanders are entitled to a shift premium for scheduled night and weekend patrol shifts, as established in the County of Renfrew's Employment By-Law.
  
- (d) Part-time/Contract Employees
  - i. Employee's hours of work will be designated by the Department Head.
  
- (e) Each Department Head ensures that each employee in their department is working the required number of hours for their classification.
  
- (f) Hours of work as established above are subject to accommodation agreements provided under Corporate Policy A-04 – Ontario Human Rights Code.

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<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-01
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### 3. Overtime:

The overtime provisions of the *Employment Standards Act, 2000* state that unless a contract of employment or a collective agreement states otherwise, an employee does not earn overtime pay on a daily basis by working more than a set number of hours a day. Overtime is calculated only:

- On a weekly basis, or
- Over a longer period under an averaging agreement.

**(a) Senior Leaders/Department Directors need not track overtime beyond their set hours of work. Effective January 1<sup>st</sup> 2024 these employees will receive ten (10) working days per calendar year to be taken off as time in lieu of overtime, to be used each calendar year without option for carryover or pay out except under extreme circumstances with CAO approval.**

**(b) ~~(a)~~ Group A** includes all employees below Group 7 on the County of Renfrew's Employment By-Law, and those not explicitly included in 3 (b), (c) or (d).

- i. all authorized work beyond the normal weekly hours of work is considered overtime and is paid at the rate of time and one-half
- ii. upon mutual agreement with their Department Head, employees may receive time and one-half off with pay at a mutually agreeable time for overtime hours worked. Overtime shall not accumulate on a time-off-in-lieu basis beyond ten (10) working days at any given time.
- iii. Time off in lieu of overtime banks will be automatically paid out on the last pay period of each calendar year. Upon approval, a maximum of five (5) working days may be carried over into the next calendar year, provided the maximum accumulation never exceeds ten (10) working days at any time.
- iv. Public Works & Engineering operational employees may carry over hours from one year to the next, provided that the maximum accumulation never exceeds ten (10) working days at any time.

**(c) ~~(b)~~ Group B** includes all management and professional employees listed in Appendix A

- i. All pre-authorized work beyond the normal weekly hours of work is considered overtime. Management/professional employees are eligible for time off in lieu of overtime pay to a maximum of ten (10) working days per calendar year.
- ii. In the event there is a declared Federal, Provincial, or County of Renfrew state of emergency in any calendar year, an additional thirty-five (35) pre-approved, and

<b>Corporate Policies and Procedures</b>				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-01
<b>POLICY:</b> Hours of Work and Overtime				
<b>DATE CREATED:</b> NOV 26/97	<b>REVIEW DATE:</b>	<b>REVISION DATE:</b> OCT 25/2023	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 4 of 5

recorded hours in excess of the seventy (70) hours, for a total of one hundred and five (105) hours in one calendar year.

- iii. A maximum of five (5) working days may be carried from one year to the next provided that the maximum accumulation never exceeds ten (10) working days at any time. The annual accumulation plus the carry-over shall not exceed ten (10) working days at any time in the subsequent year.
  - iv. There is no provision to grant pay in lieu of days off. Requests for pay in lieu of overtime must be approved by the Department Head and the Chief Administrative Officer.
- (d)** ~~(e)~~ Group C includes Paramedic Service Commanders, Public Works & Engineering Patrol Supervisors and Construction Supervisors.
- i. All pre-authorized work beyond the weekly hours of work is considered overtime.
  - ii. Employees are eligible for time off in lieu of overtime pay at straight time, to a maximum of ten (10) working days per calendar year. If mutual agreement is not reached, the time off may be scheduled by the Manager.
  - iii. Additional overtime beyond the normal weekly hours and in excess of the ten (10) working days in ii is considered as overtime and is paid at the rate of straight time for a maximum of an additional ten (10) working days.
  - iv. Banked time off in lieu of overtime not used in the calendar year in which it was earned will be automatically paid out on the last pay period of each calendar year.
- (e)** ~~(d)~~ RCHC and Long-Term Care Homes Supervisors on call.
- ii. Employees will be provided three and one-half (3.5) hours of overtime per week of on call. On call refers to time periods during which an employee must be available and able to respond, within a reasonable time, to resolve a problem, either by returning to the workplace or off-site (if applicable). On call applies to time periods that are not regularly scheduled working hours. An employee assigned to be on call is not required to stay at home, but they must make sure that they can be contacted and is able to start work or respond to calls within a reasonable time. It is understood that a return to the workplace may not be necessary in most situations.

4. Extreme Weather Events

- a) When extreme weather conditions or other unforeseen acts of nature prevent an employee from attending work, the employee shall immediately notify their supervisor and explain the situation.

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- b) In the event that severe weather conditions etc. affect an employee’s ability to attend work, the Department Head or designate may grant approval for an employee to report to work late, leave for home early, assign work from home in accordance with Corporate Policy E-11 – Remote Work Arrangements (Telecommuting), or approve a leave request.
- c) The decision to close operations early or for the day will rest with the County’s Chief Administrative Officer (CAO) or designate.
  - i. In the event the employer sends an employee home, the employee shall be paid their wages based on a regular work day for the period.
  - ii. Employees who are on sick leave or an approved leave shall have the day(s) recorded based on the original request.
- d) Although these procedures have been developed primarily for circumstances related to inclement weather or other unforeseen acts of nature, they will also serve as a guideline in the event of other conditions that require closing or evacuation of County facilities.

**POLICY REFERENCES**

1. *Employment Standards Act, 2000* <https://www.ontario.ca/laws/statute/00e41>
2. Your guide to the *Employment Standards Act, 2000* <https://www.ontario.ca/document/your-guide-employment-standards-act-0/hours-work>

**APPENDICES**

- Appendix A: List of Management/Professional Employees under Group B
- Appendix B: Application for Leave
- Appendix C: Overtime Pre-Authorization
- Appendix D: Overtime Sheet – Time and one half
- Appendix E: Overtime Sheet – Straight Time

Corporate Policies and Procedures				
<b>DEPARTMENT:</b> Human Resources				<b>POLICY #:</b> E-04
<b>POLICY:</b> Vacation				
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**POLICY STATEMENT:**

Each Department Head or designate is responsible for scheduling vacation dates for employees in a manner that is as fair as possible to all employees and that ensures minimum disruption of service in the Department.

**POLICY SCOPE**

This policy is applicable to all **non-union** employees of the County of Renfrew and governs process for vacation. Consult the appropriate Collective Agreement, and applicable contract of employment for any deviations to this policy.

Changes to this policy are not retroactive, therefore any changes to this policy become effective January 1, 2024.

**DEFINITIONS**

Where part-time employee is referenced within this policy, it refers to all employee definitions other than full-time employees, as defined in Corporate Policy A-01 – Employee Definitions.

**PROCEDURE:**

1. The following schedule is used to calculate vacation entitlement for full-time employees:
  - a) Upon hire, vacation will accumulate at the rate of 1.25 days per month for each full calendar month worked, up to December 31<sup>st</sup>.
  - b) Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete one (1) full year of employment, they are credited with fifteen (15) working days of vacation leave.
  - c) Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete five (5) years of employment, they are credited with twenty (20) working days of vacation leave.
  - d) **Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete eleven (11) years of employment, they are credited with twenty-one (21) working days of vacation leave.**
  - e) **Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete twelve (12) years of employment, they are credited with twenty-two (22) working days of vacation leave.**

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- f) Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete thirteen (13) years of employment, they are credited with twenty-three (23) working days of vacation leave.
  - g) Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete fourteen (14) years of employment, they are credited with twenty-four (24) working days of vacation leave.
  - h) ~~(d)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete fifteen (15) years of employment, they are credited with twenty-five (25) working days of vacation leave.
  - i) ~~(e)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete sixteen (16) years of employment, they are credited with twenty-six (26) working days of vacation leave.
  - j) ~~(f)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete seventeen (17) years of employment, they are credited with twenty-seven (27) working days of vacation leave.
  - k) ~~(g)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete eighteen (18) years of employment, they are credited with twenty-eight (28) working days of vacation leave.
  - l) ~~(h)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete nineteen (19) years of employment, they are credited with twenty-nine (29) working days of vacation leave.
  - m) ~~(i)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete twenty (20) years of employment, they are credited with thirty (30) working days of vacation leave.
  - n) ~~(j)~~ Beginning January 1<sup>st</sup> of the vacation year during which the employee will complete twenty-five (25) years of employment, they are credited with thirty-five (35) working days of vacation leave.
2. The following schedule is used to calculate vacation time entitlement for part-time employees:
- a) After one (1) year of continuous employment, part-time employees are entitled to two (2) weeks of unpaid vacation time.

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b) After five (5) years of continuous employment, part-time employees are entitled to three (3) weeks of unpaid vacation time.

3. The following schedule is used to calculate vacation pay entitlement for part-time employees:

- a) Upon hire, the employee will receive four percent (4%) vacation pay.
- b) After one (1) year's work receive six percent (6%) vacation pay.
- c) After eight (8) years' work receive eight percent (8%) vacation pay.
- d) After seventeen (17) years' work receive ten percent (10%) vacation pay.

The above noted years of work are calculated based on the full-time hours for the position held, as outlined in policy E-01 Hours of Work with each year being 1,820 or 2,080 hours respectively per year.

4. The following applies to vacation entitlement:

- a) For the purpose of vacation entitlement, years of employment means the combined years of employment as a full-time and a regular part-time employee. Part-time service is based on cumulative hours worked (see section 4 above).
- b) A newly recruited employee with relevant positional experience will be granted up to a maximum of 20 working days upon hire. Greater vacation entitlements will be at the discretion of the Chief Administrative Officer (CAO), in consultation with the Chairperson of the Committee under whose jurisdiction the recruited employee fall and only in exceptional circumstances.

Those employees who are granted an adjustment to their starting vacation entitlement, shall be credited with vacation service years based on to the entitlements above, and progress thereafter based on their credited vacation service years.

For clarity, an employee who starts with four (4) weeks' vacation, will be credited with five (5) years of vacation service and entitled to the fifth (5) week of vacation after ten (10) years representing their fifteenth (15<sup>th</sup>) vacation service year.

- c) While on active payroll, employees are not permitted to take cash in lieu of vacation, unless an exception is approved by the CAO and only under extraordinary circumstances. An employee may carry the equivalent of one (1) year's vacation to the subsequent year. The carried over vacation must be used in the subsequent year. The

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carry-over of vacation time accrued in excess of policy must be approved by the Director and CAO.

5. The following applies to vacation requests:
  - a) Each Department Head or designate is responsible for scheduling vacation dates for employees in a manner that is as fair as possible to all employees, and that ensures minimum disruption of service in the Department.
  - b) All vacation requests must be in writing on the prescribed request for leave form, and must be pre-approved by the Department Head, or designate, and submitted to payroll prior to the taking of vacation.
  - c) All vacation is in agreement with the employee's supervisor. For approval process, length of service on active payroll is given consideration in choice of vacation periods.
  - d) All employees are entitled to two (2) weeks of consecutive earned vacation. Consecutive earned vacation periods greater than two (2) weeks may be obtained, with the expressed permission of the employee's supervisor.
  - e) Full-time non-union employees are permitted to utilize one (1) day of annual vacation in one (1) hour increments, with the pre-approval of their supervisor. All other vacation may not be taken in anything less than one-half (1/2) day increments.
  - f) Part-time employees must request unpaid vacation time in one (1) or two (2) week increments.
  
6. The following applies to working while on vacation:
  - a) If an employee is required to report to work during a scheduled vacation period, the vacation hours will be returned to the employee's payroll bank.
  
7. The following applies to vacation in respect to sick leave:
  - a) Approved vacation may be substituted for sick leave where the employee can establish, by a doctor's certificate, that an illness or accident occurred while on approved vacation.
  - b) Vacation credits will not accrue after a period of thirty (30) consecutive calendar days leave for illness.

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- c) If an employee is off on short-term disability and returns to work through participation in a modified work (work hardening) program, but is unable to return in full hours, their vacation entitlement will be pro-rated.
8. The following applies to vacation in respect to unpaid leaves of absence:
    - a) Vacation credits will not accrue during an unpaid leave of absence (including leave on Workplace Safety and Insurance Board).
  9. The following applies to vacation in respect to termination or change of status of employment:
    - a) Upon termination of employment, or transfer from full-time employment to part-time employment, the employee is paid the pro-rated monthly portion of unused vacation that was credited on January 1<sup>st</sup> of that calendar year.
    - b) Conversely, an employee is responsible for payment of vacation taken, but not earned based on a pro-rated monthly calculation from January 1<sup>st</sup> of that calendar year.

## **POLICY REFERENCES**

1. *Employment Standards Act, 2000* <https://www.ontario.ca/laws/statute/00e41>
2. Your guide to the *Employment Standards Act, 2000* <https://www.ontario.ca/document/your-guide-employment-standards-act-0/vacation>

## **APPENDIX**

Appendix A – Request for Leave Form